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# **Canadian Security Guide Book**

**2007 EDITION**

*An Update of Security Problems in Search of Solutions*

**SEAPORTS**

**Standing Senate Committee  
on National Security and Defence**

**March 2007**

\*According to the minutes of Monday, February 12, 2007, both the airport and seaport sections were adopted that day with a motion.

Present:

Members of the committee present: The Honourable Senators Atkins, Banks, Day, Kenny, Meighen and Moore (6).

In attendance: From the Parliamentary Research Branch, Library of Parliament: Steven James, Melissa Radford, Analysts and Jason Yung, Research Assistant; Barry Denofsky, National Security Advisor; Inspector Richard Haye, RCMP Liaison Officer; and Kevin Thomas, Office of Senator LeBreton.

Motion Moved By:

It was moved by the Honourable Senator Day that, subject to minor editorial edits and a review of the recommendations, the committee adopt the reviewed sections of the draft report.

The question being put on the motion, it was adopted.

\* Senators Meighen and St. Germain were active members of the Committee when this report was adopted. Senator Tkachuk had become a member of the Committee but had not yet attended his first meeting at the time of adoption.

Subsequently, the Conservative leadership in the Senate decided to remove all three of these Senators from the Committee, leaving the Committee without Conservative representation.

The Committee has been objective and non-partisan on the handling of defence and security issues by both the current Conservative government and its Liberal predecessor.

The previous government was not always pleased with our criticisms, but respected our independence. The current government is apparently determined to show its displeasure at our independence.

Senators Meighen and St. Germain were an important part of our team, as Senator Tkachuk undoubtedly would have been.

The remaining members of the Committee are hopeful that the Conservative leadership will reconsider this move, and that all three members who have departed the Committee will soon return.

We very much look forward to that day.

Senator Colin Kenny,  
Chair,  
Senate Standing Committee  
on National Security and Defence

## MEMBERSHIP

### 39<sup>th</sup> Parliament – 1<sup>st</sup> Session

#### STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable Norman K. Atkins, *Deputy Chair*

and

The Honourable Tommy Banks

The Honourable Joseph A. Day

The Honourable Wilfred P. Moore

The Honourable Rod A. A. Zimmer

\*The Honourable Marjory Lebreton, P.C., (or the Honourable Gerald Comeau)

\*The Honourable Céline Hervieux-Payette (or the Honourable Claudette Tardif)

*\*Ex Officio Members*

Other Senators who participated during the 39<sup>th</sup> Parliament – 1<sup>st</sup> Session:

The Honourable George Baker

The Honourable Janis G. Johnson

The Honourable Grant Mitchell

The Honourable Pierre Claude Nolin

The Honourable Hugh Segal

The Honourable Terry Stratton

(\*)The Honourable Michael A. Meighen

(\*)The Honourable Gerry St. Germain

(\*)The Honourable David Tkachuk

## MEMBERSHIP

### 38<sup>th</sup> Parliament – 1<sup>st</sup> Session

#### STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Deputy Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Michael A. Meighen

The Honourable Jim Munson

The Honourable Pierre Claude Nolin

\*The Honourable Jack Austin, P.C. (or the Honourable William Rompkey, P.C.)

\*The Honourable Noël A. Kinsella (or the Honourable Terry Stratton)

*\*Ex Officio Members*

Other Senators who participated during the 38th Parliament – 1st Session:

The Honourable Ione Christensen

The Honourable Anne C. Cools

The Honourable Percy Downe

The Honourable Rose-Marie Losier-Cool

The Honourable John Lynch-Staunton

The Honourable Terry M. Mercer

The Honourable Wilfred P. Moore

The Honourable Donald H. Oliver

The Honourable Gerard A. Phalen

The Honourable William Rompkey

The Honourable Peter A. Stollery

The Honourable David Tkachuk

The Honourable Marilyn Trenholme Counsell

## MEMBERSHIP

### 37th Parliament – 3rd Session

#### STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Deputy Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Michael A. Meighen

The Honourable Jim Munson

The Honourable David P. Smith, P.C.

\*The Honourable Jack Austin, P.C. (or the Honourable William Rompkey, P.C.)

\*The Honourable John Lynch-Staunton (or the Honourable Noël A. Kinsella)

*\*Ex Officio Members*

## MEMBERSHIP

### 37th Parliament – 2nd Session

#### STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Deputy Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Michael A. Meighen

The Honourable David P. Smith, P.C.

The Honourable John (Jack) Wiebe

\*The Honourable Sharon Carstairs, P.C. (or the Honourable Fernand Robichaud, P.C.)

\*The Honourable John Lynch-Staunton (or the Honourable Noël A. Kinsella)

*\*Ex Officio Members*

## MEMBERSHIP

### 37th Parliament – 1st Session

#### STANDING COMMITTEE ON NATIONAL SECURITY AND DEFENCE

The Honourable Colin Kenny, *Chair*

The Honourable J. Michael Forrestall, *Deputy Chair*

and

The Honourable Norman K. Atkins

The Honourable Tommy Banks

The Honourable Jane Cordy

The Honourable Joseph A. Day

The Honourable Laurier L. LaPierre

The Honourable Michael A. Meighen

The Honourable John (Jack) Wiebe

\*The Honourable Sharon Carstairs, P.C. (or the Honourable Fernand Robichaud, P.C.)

\*The Honourable John Lynch-Staunton (or the Honourable Noël A. Kinsella)

*\*Ex Officio Members*





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# Seaports

Canadian ports funnel close to four million containers filled with assorted commodities into and out of Canada every year. About 30 percent of all containers arriving at the largest Canadian ports eventually make their way to the United States through transshipping. Any one of these containers could contain chemical, biological, radiological, nuclear, or explosive devices designed to lay waste to a large Canadian or U.S. target.

Is this probable? Perhaps not. But was it probable in 2001 that a bunch of terrorists would commandeer planes and fly them into buildings? If it is not probable that terrorists will eventually hit North America through our seaports, these ports are so inviting that you would be hard-pressed to find a security expert who would bet against it.

Given the huge volume of container traffic coming into our ports, no amount of scrutiny will ever be able to guarantee that a renegade container won't get through.

But Canadian authorities cannot afford to throw up their hands at the scope of this threat and pray that things don't go wrong. There are all kinds of initiatives that can be taken both to deter terrorists from taking advantage of Canadian ports and to thwart their efforts if they try.

Hutchison Port Holdings is the world's biggest international container terminal operation. It is spread across 43 ports in 20 countries. Hutchison, has devised a container scanning system – a system that the company's senior vice president told the Committee is 99 percent secure. It is now in place in Hong Kong.

The system is based on scanning every container leaving the port, which it can do so while containers are moving onto ships at an average rate of 16 kilometers per hour. More on the Hutchison system later. But if Hutchison Port Holdings works on the premise that "every box that comes into a port needs to be inspected,"<sup>1</sup> shouldn't Canadian ports be working on the same premise? Shouldn't they have developed systems to do those inspections with the same efficiency that is the watchword in Hong Kong, where the scanning adds only about one per cent to shipping costs?

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<sup>1</sup> Proceedings of the Standing Senate Committee on National Security and Defence, "Issue 6 - Evidence, Gary D. Gilbert, Senior Vice-President — Americas, Hutchison Port Holdings," (November 6, 2006)

Better scanning of containers is only one of the improvements needed at Canada's ports. That's largely a matter of better mechanics – or, in these days, electronics. Canada's ports also need a shift in culture, away from various fiefdoms acting in their own interests toward owners, shippers, unions and shipping companies, all of whom pretend to act in the Canadian public's interest.

Crime has always been connected to the waterfront in most countries – to the point that as long as all parties are making good money at our ports, crime is all too often shrugged off as the cost of doing business.

It is no secret that Canada's ports are riddled with organized crime, and nobody seems to be doing much about it. The problem with widespread criminality, of course, is that it requires holes in the security system to be successful. And any hole a criminal can take advantage of, a terrorist can take advantage of.

But we are getting ahead of ourselves. This component is covered under Problem One of the six problems at Canada's ports that the Committee deals with in this report.

By the way, we know that all of Canada's ports are not seaports – some are on fresh water. But Seaports seemed like a good title to follow Airports. If you want to call this report Ports, be our guest. The title is not important to us, as long as you take a look at some of these problems, ponder whether they are important to the security of Canadians, and assess whether the government is responding properly in each case.

Readers are invited to scan the government responses to the Committee's previous recommendations for what we call "weasel words." These are words designed to create the illusion that something is being done to solve a problem, when it isn't. Words like "is currently reviewing . . ." or "preliminary analysis has been undertaken . . ."

These are often responses to recommendations that were made four years ago! If it takes four years to start thinking about solving problems, how long is it going to take to actually come up with solutions?

By our count, of the 10 previous recommendations made by the Committee in this chapter, the government completely ducked 3 of them – which puts it at around the

same percentage of recommendations ducked in our 2007 Security Guidebook chapter on airports.

## **Problem 1:** **Organized Crime at Ports**

The RCMP told the Committee in January 2007 that Indo-Canadian, Asian and traditional organized crime groups – including the Hells Angels – remain very active in the Port of Vancouver. They also conceded that despite knowing that these groups continue to operate and threaten port security, the RCMP could only tackle about 30 percent of these activities due to limited resources.<sup>2</sup>

The Committee heard in 2002 testimony that an estimated 15 percent of longshoremen and 36 percent of checkers at the Port of Montreal have criminal records; that out of a sample of 500 longshoremen at the Port of Halifax, 39 percent had criminal records; and that more than half of workers at the Port of Charlottetown (almost 54 percent) had criminal records.

Seaports are exploited by organized crime to move contraband in and out of Canada, particularly illicit drugs. Historically, the country's three largest container ports of Vancouver, Montreal and Halifax have caused the greatest concern, simply because of the vast quantities of commercial cargo they handle. But all Canadian ports that receive international traffic are vulnerable to exploitation by organized crime. Any form of marine movement could potentially be utilized for criminal or terrorist purposes, including commercial and fishing vessels, cruise ships, ferries and private vessels.

In spite of a number of law enforcement successes, organized crime groups have been able to maintain either a direct or indirect presence in the country's three largest ports. Even if all members of these organizations are not located on site they have still shown themselves to be capable of hiring, coercing or otherwise influencing port workers who have access to cargo.<sup>3</sup>

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<sup>2</sup> Standing Senate Committee on National Security and Defence meeting with Vancouver Waterfront Joint Forces Operations. (January 26, 2007)

<sup>3</sup> Canadian Intelligence Service of Canada, "2005 Annual Report on Organized Crime in Canada," (2005) Available at [http://www.cisc.gc.ca/annual\\_reports/annualreport2005/frontpage\\_2005\\_e.htm](http://www.cisc.gc.ca/annual_reports/annualreport2005/frontpage_2005_e.htm)

## COMMITTEE'S RECOMMENDATIONS

- **The Committee recommended the introduction of a compulsory background screening system at all major ports to assess whether employees or candidates for employment pose a security risk.<sup>4</sup> (February 2002)**
  
- **The Committee recommended that a public inquiry under the *Inquiries Act* into significant ports be established as soon as possible, with a mandate that would include:**
  - a) **a major review of overall security at the ports and the development of a national approach to recruiting, training, and the retention of security personnel;**
  
  - b) **examination of the degree of control that organized crime has over Canadian sea port operations, as well as the relationship between such control and threats to national security;**
  
  - c) **an assessment of the potential for the use of Canadian ports to further terrorism;**
  
  - d) **a comprehensive review of the customs, policing and security resources, including the role of private security agencies, which are required at ports;**
  
  - e) **a review of the effectiveness of customs inspections of vessels and cargo arriving at Canadian ports; and**
  
  - f) **a review of hiring practices at Canadian ports.<sup>5</sup> (October 2003)**

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<sup>4</sup> Standing Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #6

<sup>5</sup> Standing Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.152, Recommendation #4.2



## **GOVERNMENT RESPONSE**

Transport Canada, in its July 7, 2006 response to the Committee, stated:

“Transport Canada has placed a very high priority on marine security initiatives. For example, development and negotiation of the International Ship and Port Facility Security (ISPS) Code in December 2002 was immediately followed by implementation in Canada via the *Marine Transportation Security Regulations* (MTSR), effective 1 July 2004. Transport Canada completed this task on time with the full cooperation of the marine industry. Indeed, since many of the initiatives identified to enhance marine security have major impacts on Canadians and Canadian business, the government has an obligation to ensure appropriate consultation, planning, and careful implementation.

In conjunction with the Association of Canadian Port Authorities (ACPA), Transport Canada established the Waterside Security Advisory Group in May 2005, which focuses on ports' day-to-day surveillance, deterrence and detection capacity on the water – both around vessels while at berth and facilities when no vessel is in, and on arrangements and relations with police of local jurisdiction. Transport Canada conducted eight case studies (at Vancouver, Fraser River, Hamilton, Toronto, Montreal, Saint John, Halifax and Charlottetown)<sup>6</sup>, consulting with the Port Authorities, facility operators, police of local jurisdiction and other government agencies to establish current waterside security capacity at ports, identify major issues and concerns and propose solutions. Concurrent with Transport Canada's consultations, the Royal Canadian Mounted Police (RCMP) National Waterside Security Coordination Team held consultations with local policing agencies and Port Authorities to benchmark the current policing capacity and identify major issues associated with policing and response.

Furthermore, in 2005 the government has strengthened its regulatory oversight capacity by dedicating more resources to the inspection and

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<sup>6</sup> Transport Canada, Canadian Marine Advisory Council (CMAC), “Waterside Security (Alan Bartley),” (November 1, 2005). Available at <http://www.tc.gc.ca/marinesafety/rsqa/cmac/minutes/2005-waterside-security.htm>

monitoring of the MTSR. This will provide additional opportunities for ISPS Code enforcement activities and further harmonize regulations and practices as requirements continue to evolve, particularly with the US Coast Guard and other partners.

Transport Canada, in collaboration with the RCMP is currently reviewing the issue of port policing. In addition, the government recognizes the importance of the RCMP National Port Enforcement Teams (NPETs)<sup>7</sup> currently in Halifax, Montreal, Vancouver, and Toronto-Hamilton, and their efforts to combat criminal and potential terrorist activities.

The government also established an emergency response capacity within the Great Lakes-St. Lawrence Seaway. This has been accomplished through specialized training of Emergency Response Teams (ERTs).<sup>8</sup> The government is modifying Canadian Patrol Frigates to support the carriage, launching and recovery of RCMP ERT boats on both coasts. Furthermore, the government facilitated the acquisition of patrol vessels for the Coast Guard who, in partnership with the RCMP, will enhance on-water enforcement and response capacity within the Great Lakes-St. Lawrence Seaway system.<sup>9</sup>

The Marine Transportation Security Clearance Program (MTSCP), previously known as the Marine Facilities Restricted Area Access

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<sup>7</sup> RCMP National Port Enforcement Teams are comprised of 24 RCMP Full Time Equivalents. Proceedings of the Standing Senate Committee on National Security and Defence, "Issue 6 - Evidence, Raf Souccar, Assistant Commissioner, Federal and International Operations, Royal Canadian Mounted Police," (October 30, 2006)

<sup>8</sup> With regards the MSETs, Mr. Souccar said that "There are two Coast Guard vessels that are being used and one redeployed RCMP vessel, so there are three in all at this point being used as part of the Marine Security Enforcement Teams. They will be replaced by 140- foot vessels that are currently being built, which will come on line starting 2009-10... There are two teams, situated in Toronto and Montreal." Proceedings of the Standing Senate Committee on National Security and Defence, "Issue 6 - Evidence, Raf Souccar, Assistant Commissioner, Federal and International Operations, Royal Canadian Mounted Police," (October 30, 2006)

<sup>9</sup> "The Marine Security Enforcement Teams began operating on the Great Lakes in July 2005. These integrated teams are staffed with members from provincial and municipal departments along with the RCMP, working on Canadian Coast Guard vessels alongside Canadian Coast Guard personnel. The primary role of the MSETs is to safeguard and address federal on-water enforcement requirements and to provide an armed fast response capacity to address potential threats... The MSET initiative involves the procurement and deployment of four permanent vessels on the Great Lakes. Their rollout will begin in 2009-10... At this point, the marine security enforcement team has 16 full-time employees; it includes the [RCMP], the Ontario Provincial Police, the Niagara regional police, the Toronto Police Service and the Sûreté du Québec". Patrols of the Great Lakes and St. Lawrence Seaway are conducted on three vessels. Proceedings of the Standing Senate Committee on National Security and Defence, "Issue 6 - Evidence, Raf Souccar, Assistant Commissioner, Federal and International Operations, Royal Canadian Mounted Police," (October 30, 2006)

Clearance Program (MFRAACP), was announced in January 2003 with a commitment to introduce background checks of workers at marine facilities and ports. This commitment was reinforced in the Government of Canada's National Security Policy April 2004. The purpose of the MTSCP is to reduce the risk of security threats by preventing unlawful interference with the marine transportation system by conducting background checks on marine workers who perform certain duties or who have access to certain restricted areas. It specifically applies to employees who access the ship-dock interface at cruise ship terminals, as well as employees who occupy designated positions at container facilities and dangerous cargo facilities. Transport Canada has undertaken consultations across Canada to understand and address as appropriate the concerns of all interested stakeholders. The intent is to develop a risk-based program that will provide the required level of security, while addressing privacy concerns. The MTSCP would enhance the security of the marine transportation system, benefiting the public, passengers, marine workers, and operators of vessels, ports and marine facilities.”<sup>10</sup>

## **CHALLENGE TO GOVERNMENT**

The first thing to notice here is that the response makes *absolutely no reference* to the recommendation, which calls for a public inquiry under the *Inquiries Act* into one of the most serious threats to the security of Canadians: the widespread presence of organized crime at our ports.

This is a huge problem. This is a key recommendation. How does one respond to it with *nothing*?

Perhaps the government thinks it has solved the problem, but the half-hearted “reforms” that it has announced so far don’t measure up to what is required. On November 14, 2006 – just over four months after the Committee received the reply above from Transport Canada –Transport Minister Lawrence Cannon made the following announcement:

“MONTREAL – The Honourable Lawrence Cannon, Minister of Transport, Infrastructure and Communities, today announced amendments to the Marine

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<sup>10</sup> Transport Canada, “Response to Committee’s Recommendations,” (July 7, 2006), pp.21-22.

Transportation Security Regulations that will strengthen marine security by requiring background checks for port workers through the Marine Transportation Security Clearance Program.

The program will reduce the risk of security threats to the transportation system and help prevent unlawful interference with the marine transportation system by requiring marine workers who perform certain duties or who have access to certain restricted areas to have a transportation security clearance. The requirements also apply to marine pilots, wharfingers, security personnel and seafarers who apply for a Seafarers Identification Document.

‘This program will not only further secure our ports but will also help ensure the continued competitiveness of our marine industry,’ said Minister Cannon. ‘This reflects the commitment of Canada's New Government to secure our borders and strengthen national security.’”

The Marine Transportation Security Clearance Program builds on the experience gained from Transport Canada's program of background security checks for airport personnel. Extensive consultations on the marine program have also been conducted with stakeholders, including industry and labour representatives.”<sup>11</sup>

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<sup>11</sup> Transport Canada, “News Release: Canada’s New Government Implements Background Checks for Port Workers,” (November 16, 2006). Available at <http://www.tc.gc.ca/mediaroom/releases/nat/2006/06-h148e.htm>

## **WHEN “CSIS AND RCMP SECURITY CLEARANCES” AREN’T REALLY SECURITY CLEARANCES**

The Treasury Board of Canada sets the standards and departmental requirements for government employees who may require access to classified government information and assets. The Government Security Policy as outlined by Treasury Board identifies three levels of security clearance:

- **Confidential** (Level I)
- **Secret** (Level II)
- **Top Secret** (Level III)

The level of security clearance required is determined by the need for access to classified information or assets in the performance of duties associated with an individual's employment.

This system clearly has little connection to the vast majority of port workers. The purpose of the Marine Transportation Security Clearance Program is **NOT** to determine who gets access to which government documents. It is to reduce the risk of security threats by preventing unlawful interference with the marine transportation system.

In other words, the information CSIS or the RCMP supplies on port workers are not “security clearances” at all. CSIS provides information on whether it has any record of a worker. But, it **DOES NOT** make recommendations to grant or deny clearances.

So let us not pretend that any port workers have received CSIS or RCMP security clearances. CSIS has been responsible for protecting Canada from threats to national security since 1985. But Transport Canada – whose main mandate is to encourage commerce, not provide security – is the agency responsible for providing security clearances at our seaports and airports.

According to another Transport Canada reply to the Committee, the background checks, conducted by Transport Canada in cooperation with the RCMP, CSIS, and Citizenship and Immigration Canada, will include:

- criminal records check
- a check of the relevant files of law enforcement agencies, including intelligence gathered for law enforcement purposes
- a CSIS indices check and, if necessary, a CSIS security assessment
- a check of the applicant's immigration and citizenship status, if applicable".<sup>12</sup>

The Committee acknowledges that this announcement does bring the level of security at seaports closer to the level of security at airports.

Unfortunately, as the Committee pointed out in its report on Airports<sup>13</sup>, the level of security at Canadian airports is full of holes.

Note that the above press release does not say that all port workers will have to have a "transportation security clearance." It says "marine workers who perform certain duties or who have access to certain restricted areas" will have to be given this clearance.

There are some obvious flaws to this plan. For a start, the Committee has been informed that less than half of all port workers will require clearances. Secondly, only thirteen of Canada's nineteen largest ports will require background checks.<sup>14</sup>

Finally, a more comprehensive initiative to improve background checks was thwarted simply because entrenched power groups ("stakeholders") flexed their muscles: "we had opposition from the employers associations, from the port

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<sup>12</sup> Transport Canada, "News Release: Canada's New Government Implements Background Checks for Port Workers – Transportation Security Clearance Process," (November 16, 2006). Available at <http://www.tc.gc.ca/mediaroom/releases/nat/2006/06-h148e.htm#marine>

<sup>13</sup> Standing Senate Committee on National Security and Defence, *The Myth of Security at Canada's Airports*. (Ottawa: Senate of Canada, January 2003)

<sup>14</sup> Proceedings of the Standing Senate Committee on National Security and Defence, "Issue 10 – Evidence, Marc Grégoire, Assistant Deputy Minister, Safety and Security, Transport Canada," (February 12, 2007)

operators, from the facility operators, and from labour.”<sup>15</sup> This is one of the major reasons there are so many holes in security at Canadian airports and seaports: vested interests are all making money the way things are run now. As a result, the public interest gets short shrift.

The Committee repeats that background checks every five years are not sufficient. Lives can change too quickly, and organized crime knows that when workers lives become difficult, that is the best time to apply pressure. Seaports are central to Canadians’ economic lives, so reform comes slowly. There are so many vested interests that are used to exercising their power over port activities that change is a dirty word.

## **Hold an Inquiry!**

Canadians deserve an inquiry under the *Inquiries Act*. This isn’t something that should be hidden from the public. The stakes are too high. A public investment in better security at seaports and airports would give the public a double-barrelled return: less crime draining our economy, and less chance of terrorists damaging our society.

Partial background checks on some workers represent a thin slice of progress, but Canadians need something closer to a full loaf of progress. It is about time to get serious about the degree of corruption and vulnerability at our seaports.

There seems to be a level of comfort among labour unions, the business community and port authorities with the way things are done now. None of them seem are anxious to reform a system that is currently providing plenty of income for everyone – including crooks. All those people should wake up to the fact that their house of cards is likely to come tumbling down if one nasty container gets through. The Committee is convinced that all workers at Canada’s seaports should require security clearances.

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<sup>15</sup> Proceedings of the Standing Senate Committee on National Security and Defence, “Issue 10 – Evidence, Marc Grégoire, Assistant Deputy Minister, Safety and Security, Transport Canada,” (February 12, 2007)

## **NEW RECOMMENDATIONS**

**S1. The Committee recommends that a restricted area identification card (RAIC) program similar to the one implemented by the Canadian Air Transport Security Authority at airports should be implemented by Transport Canada for port workers at all 19 ports in Canada's National Ports system. The seaport restricted area identification cards should be:**

- **Designed to include security features such as: a smart chip embedded with a unique algorithm representing unique fingerprint and iris patterns; a tamper-proof hologram; an expiry date; and, access locations**
- **Issued to seaport workers only after receiving a background check through Public Safety and Emergency Preparedness Canada**
- **Given to all workers that need access to or work in restricted areas**
- **Able to monitor and control the movement (geo-fencing) of workers within restricted areas**
- **Accompanied by a screening process that requires all workers to be screened prior to entering and when leaving restricted areas**



## **Problem 2:** **Leaky Port Perimeters**

Security on the perimeters of Canadian ports is porous. This provides opportunities for smugglers, and opportunities for smugglers equate to opportunities for terrorists.

### **COMMITTEE'S RECOMMENDATION**

- **The Committee recommended a full review of the fencing and entry/exit security systems currently in place at Canada's significant ports to determine their adequacy. This review should consider the introduction of national standards for port security systems.<sup>16</sup> (February 2002)**

### **GOVERNMENT RESPONSE**

In its July 7, 2006 response to the Committee, Transport Canada said:

“Transport Canada and local ports conducted fencing reviews as part of a mandatory two-stage International Ship and Port Facility Security (ISPS) Code certification process. Stage Two involved on-site reviews of port facility security plans. Canada began enforcing the ISPS Code through the Marine Transportation Security Regulations (MTSR), which came into force on July 1, 2004. Since then, about 98% of affected marine facilities in Canada have complied with the ISPS Code.

Transport Canada also manages a \$115 million Marine Security Contribution Program,<sup>17</sup> announced in May 2004, to help marine facility owners and operators enhance port security. Projects eligible

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<sup>16</sup> Standing Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), Recommendation #5

<sup>17</sup> The Marine Security Contribution Program is a five-year, \$115-million Government of Canada commitment to assist ports and marine facilities with security enhancements. The program is application-based and provides funding on a cost-shared basis — 75 per cent government / 25 per cent recipient — for a number of clearly identified eligible expenses.

for funding under the Marine Facility Security Contribution Program include:

- Surveillance equipment, including cameras and closed-circuit TV systems;
- Improvements to dockside and perimeter security and access control, such as fencing, gates, signage and lighting;
- Command, control and communications equipment, such as portable radios; and
- Infrastructure security protective measures.”<sup>18</sup>

## **CHALLENGE TO GOVERNMENT**

To our knowledge no Canadian ports have either waterside fencing or 24/7 waterside police patrols, and this is a huge vulnerability.

As we said in our 2005 Security Guide, implementing the International Ship and Port Security (ISPS) Code was a useful start. But these international programs tend to provide lowest-common-denominator security: not all countries believe that they are likely to be a target of terrorism, domestic or otherwise, so it is difficult to get international consensus on rigorous measures.

The Marine Security Contribution Program showed that the Government of Canada is at least willing to put some money into port security. Whether the government will follow up on testing the efficacy of new security measures funded by the Program will provide some indication as to how serious it is about fixing problems rather than just waving money at them.

The funding available under the Program makes no specific mention of funding measures to counter water-borne threats. All the emphasis seems to be on protecting ports from the land side. Both criminals and terrorists know how to get at ships from water.

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<sup>18</sup> Transport Canada, “Response to Committee’s Recommendations,” (July 7, 2006), p.23.

## What is the International Ship and Port Facility Security Code (ISPS)?

- In December 2002, member states of the International Maritime Organization (IMO), adopted a number of amendments to the 1974 Safety of Life at Sea Convention (SOLAS). Among these amendments was the International Ship and Port Facility Security (ISPS) Code, which took effect internationally on July 1, 2004.
- The ISPS Code establishes an international framework for cooperation between governments, government agencies and the shipping and port industries to improve security and safety of ships and ports used in international trade through preventive security measures.
- The ISPS code has two main sections: Part A, mandatory requirements and Part B, suggested procedures. Part A requirements include requiring ships and ports to:
  - conduct security assessments
  - have a security plan
  - designate a security officer
- Although Part A outlines mandatory security guidelines, there are no mandatory regulations for their implementation.
  - For example, Part A regulation 16.3.2 requires port security plans to address “measures designed to prevent unauthorized access to the port facility,” but does not stipulate *how* this should be done. (eg. boat patrols, guards, waterside fencing, etc.)
- Transport Canada has implemented the ISPS Code through the *Marine Transportation Security Regulations*, which apply to commercial vessels of 500 tonnes or more, ships carrying more than 12 passengers and travelling between countries, as well as the marine facilities and ports serving such vessels.

**NEW RECOMMENDATION:**

- S2. The Committee recommends that Transport Canada's Marine Security Contribution Program be extended to 2015 to allow seaports, seaport facilities, domestic ferry operators and facilities other than Canada Port Authorities adequate opportunity to enhance their security.**

### **Problem 3:** **Lack of Police at Ports**

From the point of view of security, the devolution of seaports and airports to local authorities has failed. Security forces at seaports and airports are under-staffed and ill-prepared to deal with organized crime and terrorism. There is a need for specialized police in unique environments – and seaports and airports clearly qualify as unique environments. The Netherlands has about 420 police permanently stationed at the Port of Rotterdam alone<sup>19</sup>. There are only 24 RCMP officers assigned to Canada's 19 ports, and every one of them is posted to Halifax, Montreal or Vancouver. Eight are slated to be posted to Hamilton by the end of this year.

#### **COMMITTEE'S RECOMMENDATION**

- **The Committee recommended that the Royal Canadian Mounted Police (RCMP) be designated as the lead police force at all Canadian air and sea ports with adequate funding to combat security breaches caused by the presence of organized crime at those ports.<sup>20</sup> (October 2003)**

#### **GOVERNMENT RESPONSE**

In Transport Canada's July 7, 2006 response to the Committee, it stated:

“Transport Canada in collaboration with the RCMP, are currently reviewing the issue of port policing:

RCMP National Port Enforcement Teams have been established at Halifax, Montreal, and Vancouver (Hamilton 2007) to investigate federal statute offences, such as those involving national security and organized crime. There are only these three National Port Enforcement Teams and the officers involved are not specialized in

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<sup>19</sup> The Committee visited the Port of Rotterdam on September 8, 2006 and spoke with port authority and customs officials

<sup>20</sup> Standing Senate Committee on National Security and Defence, *Canada's Coastlines: The Longest Under-Defended Borders in the World*. (Ottawa: Senate of Canada, October 2003), p.57, Recommendation #2.5

port security. At most ports, basic security functions such as access control are the responsibility of the Port Authorities and police forces of jurisdiction, which provide standard police services/law enforcement at the ports.

Budget 2005 allocated funds to the RCMP to undertake a National Waterside Policing Review to look at the roles and capacities of implicated police services to deal with waterside policing. This included funding for provincial and municipal participation in the Review. The RCMP established the RCMP National Waterside Security Coordination Team<sup>21</sup> to undertake a comprehensive study in consultation with regional and local police organizations to identify marine assets that could be leveraged through collaboration to respond to marine incidents as well as research and development of Memoranda of Understanding (MOUs) with provincial, municipal and other police forces to better address police and/or departmental operational procedures and management in the execution of waterside security.”<sup>22</sup>

## CHALLENGE TO GOVERNMENT

Here we go again: “are currently reviewing” – inadequate port policing is a huge issue, but more than five years after 9/11 people are still scratching their heads about how it should be handled. Funds are set aside in the 2005 budget . . . but not for action, but to allow every stakeholder Transport Canada can dig up to participate in reviewing a problem that should have been fixed long ago!

Assistant Commissioner Raf Souccar, head of the RCMP’s Federal and International Operations, outlined to the Committee how Canadian ports could be made more secure if unlimited resources were available “in a perfect world”:

**Mr. Souccar:** The marine picture would include the Great Lakes and St. Lawrence Seaway and the 19 ports that you identified earlier. Although organized

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<sup>21</sup> “The National Waterside Security Coordination Teams are located across Canada in various locations, for example, Vancouver, Toronto, Montreal, Halifax, and Niagara”. These teams comprise of RCMP (6 full-time RCMP employees), provincial and municipal police officers. Proceedings of the Standing Senate Committee on National Security and Defence, “Issue 6 - Evidence, Raf Souccar, Assistant Commissioner, Federal and International Operations, Royal Canadian Mounted Police,” (October 30, 2006)

<sup>22</sup> Transport Canada, “Response to Committee’s Recommendations,” (July 7, 2006), p.12.

crime does not control the ports, they certainly have access to control certain areas of operations within the ports, which would facilitate the movement of contraband, people, whatever it may be, involving national security issues or organized crime issues. We would identify those 19 ports and bolster them with National Port Enforcement Teams, with what we call Special I technology — sensors, cameras, bomb disposal units, and intelligence teams, which are key to identifying the problem. It is nice to target something at a location, but unless you are working smarter instead of harder, you may be spinning your wheels. Having the intelligence teams to direct us so that we use the resources effectively and efficiently is key to getting the work done well. Surveillance teams would be extremely important. Air assets would be extremely important. There are many components to making this right. I would estimate it would take, in terms of people, approximately 900 resources that would be required in order to look after the marine port component alone.

**Senator Moore:** Does that include the coasts as well as the Great Lakes and the St. Lawrence Seaway system?

**Mr. Souccar:** Yes, we are talking about the 19 ports on both coasts.

Please read Mr. Souccar's testimony carefully. It says 900 additional police are needed at seaports alone! Instead of money being put aside to hire these 900 cops and all the others that are needed at airports, money has been put aside so politicians and bureaucrats can get together to scratch their heads in unison.

The Committee recognizes that unlimited resources are not available for seaport security, but is convinced that Canada could be doing a much better job at protecting its ports. Putting the RCMP in charge of this National Waterside Policing Review at least sent a signal that someone in government recognizes that the RCMP is the one Canadian police force with a national responsibility, and that ports and borders fit within that kind of responsibility.

There is good reason that securing Canada's seaports and borders should be treated as a national responsibility. Threats to our seaports and borders obviously aren't just a threat to any one location that might be breached. Gaps at these locations make every location in Canada vulnerable.

The security of Canada's perimeter should not depend upon the quality of local police forces located on any part of the perimeter, nor upon the rigour with which particular airport and seaport authorities treat security threats. Protecting Canada's perimeter should be put in the hands of the RCMP, which is best suited to coordinate a good defence across the entire scope of the perimeter.

It will be interesting to examine the results of the RCMP's National Waterside Policing Review, which the Committee hopes will be available soon, since funding was made available in the 2005 budget. The way things are lurching along, of course, we could be waiting until 2015 for results.

The current situation at Canada's ports is untenable. **The RCMP has not even been adequately funded to put meaningful contingents of officers at the ports of Halifax, Montreal, and Vancouver**, let alone the staff needed to coordinate an entire perimeter defence.

An effective perimeter defence would focus on seaports, but go well beyond port boundaries. As former RCMP Commissioner Guiliano Zaccardelli told the Committee on May 8, 2006:

“The organized crime groups are not at the ports per se. The people that direct those criminal activities are not at the ports. They use the ports, they use the workers there or they use the facilities, but the brains behind the operations are somewhere else. We go after the brains somewhere else. We need some presence, obviously, on the ground, but also a presence in the investigative capacity to tackle whatever is going on at the ports. You are right that those are not sufficient resources to cover all the activities that we believe are going on in the ports. However, that is more than we had several years ago, when there was no one there . . .”

The RCMP should be put in charge of airport and seaport security, and given the resources to plug glaring gaps in perimeter security.

## **SECURING OUR HARBOUR COMMUNITIES**

Securing harbour communities is the responsibility of provincial and local police (and the RCMP where they are the police of local jurisdiction).

Unfortunately, the “security on the cheap” mantra that is apparent at the federal level seems to have infected provincial and local governments as well.

## **PORT POLICING: A BLEAK PICTURE**

A look at waterside policing on the Great Lakes and St. Lawrence Seaway system and in Canada's major marine ports paints a dismal picture.



For instance, at the Port of Montreal (one of Canada's three major seaports) there is no dedicated police presence. The Port of Vancouver, Canada's largest seaport, is policed by 10-15 officers while Halifax Regional Police has approximately 10 officers dedicated to the Port. The RCMP has 24 full-time officers spread across these three ports.

With 50 officers, the Toronto Police Marine Unit at the Port of Toronto is one of the largest in North America. But this contingent is primarily occupied with boater safety, search and rescue and the like. It has little relationship to national security. Overall security along the Great Lakes is weak. The other police forces monitoring Lake Ontario – Halton Regional, Peel Regional, Durham Regional, and Niagara Regional Police dedicate between 4 and 10 officers to this assignment while the Ontario Provincial Police dedicates between 20-30 officers for each of the Great Lakes.<sup>23</sup>

Canada's harbour police are doing the best they can with limited resources and virtually no federal funding. The Great Lakes Interdiction Project<sup>24</sup> – a joint program between Canadian police and the U.S. Coast Guard – is a worthy initiative on the part of local and regional police services leveraging slim budgets to protect Canadians.

But the slim number of police officers assigned to Canada's ports raises the question of who really has the upper hand at the ports – police or organized criminals? Who is watching over critical infrastructure such as major bridges and power plants adjacent to border rivers and the Great Lakes? What kind of handle do Canadian authorities really have on security at our southern border?

Police who work in and around harbours need to be given increased capacity to:

- Prevent and respond to on-water threats
- Conduct intelligence-led investigations that originate on the Great Lakes and St. Lawrence Seaway System, as well as major rivers and in major

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<sup>23</sup> Excluding Lake Michigan which lies in U.S. territory.

<sup>24</sup> The Great Lakes Interdiction Project – with police services on the lake and USCG took place in the summer of 2006. Patrols occurred twice a week and resulted in 718 vessels being stopped, 84 charges laid (provincial and federal offences) with 130 vessels under investigation. This was a joint forces operation without a Memorandum of Understanding (MOU) and without any federal, provincial or local funding.

marine ports

- Protect critical infrastructure located at the edge of major rivers, the Great Lakes and St. Lawrence Seaway
- Secure the Canada-U.S border where it crosses major rivers and the Great Lakes (through joint force operations with the RCMP and through Memoranda of Understanding with the U.S. Coast Guard)

## **NEW RECOMMENDATIONS:**

- S3. The Committee recommends that the Department of Public Safety implement a program similar to Transport Canada's Marine Security Contribution Program that will provide funding on a cost sharing basis to Provincial and local police forces in order to build and sustain a waterside police presence in all the seaports in the National Ports System and all seaports situated on the Great Lakes and St. Lawrence Seaway System.**
- S4. The Committee recommends that the RCMP's role should evolve so that it would have a larger role in setting up security at seaports. It should also significantly expand its investigative, analytical, support and technical capabilities to tackle organized crime and to prevent threats to national security at the 19 seaports in the National Ports System.**
- S5. The Committee recommends that the Government of Canada increase the size of the RCMP National Port Enforcement Teams by between 1,300 and 1,500 full-time equivalents (FTEs) in order to provide the RCMP with the capacity to:**
- Combat organized crime at the 19 seaports in the National Ports System**
  - Prevent and respond to threats to the national security of Canada that originate from Canada's seaports**
  - Increase, through joint force operations with provincial and local police forces, the number of waterside police in seaports situated on the Great Lakes and St. Lawrence Seaway System and on major rivers.**

## **Problem 4:** **Inadequate Container Screening**

Container inspection is only a small part of a layered approach to marine security. Far better to detect potential problems before they can get to Canada's ports. Still, dealing with threats once they have landed is better than not dealing with them at all. And failing to deal with them in ports will not earn us the cooperation of countries to which these containers may be transshipped, notably the United States.

Yet, border officials inspect only a small percentage of shipping containers.<sup>25</sup>

What would constitute a satisfactory level of screening? Who knows? To the Committee's knowledge, nobody has done tests to determine the effectiveness of the current system. What percentage of containers currently being searched contain something they shouldn't? We don't know. What percentage *not* being searched likely contains something they shouldn't? No-one knows.

"Risk assessment" is nothing more than guesswork unless someone conducts sensitivity tests to determine what would be found employing various intensities of searching. Only if you conduct total searches will you know what you are likely to miss doing various kinds of partial searches. What you are missing might be infinitesimal, and it might not. Right now, the public has no idea what its government is doing in this area. But if it is anything like what it was doing back when it was being more forthright with the numbers, it isn't much.

### **COMMITTEE'S RECOMMENDATIONS**

- **The Committee recommended that in Canada's ports, the Canada Border Services Agency:**
  - **conduct sensitivity analysis to determine what level of examination of containers will provide effective security; and**

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<sup>25</sup> CBSA is able to "VACIS" about 7.5% of containers at ports. Proceedings of the Standing Senate Committee on National Security and Defence, "Issue 1 - Evidence, Mr. Robert A. Wright, National Security Advisor to the Prime Minister and Associate Secretary, Privy Council Office," (February 23, 2004)

- receive the funding necessary to equip significant ports and major border crossings with X-Ray machines and other appropriate technology to inspect high-risk containers.<sup>26</sup> (February 2002)
- The Committee recommended examination of the Flynn model<sup>27</sup> [in which containers are loaded under secure conditions and provided with monitors to record attempts to tamper with their seals] should be monitored closely and examined further.”<sup>28</sup> (February 2002)

## GOVERNMENT RESPONSE

Transport Canada wrote in its July 7, 2006 response to the Committee:

“The CBSA has made significant advances in our ability to pre-screen cargo through the use of advanced information. The Advance Commercial Information initiative requires importers to provide containerized cargo information 24 hours prior to lading. Advanced electronic information will soon require further data on conveyances as well as cargo. The Agency has also developed an electronic risk assessment tool to analyze advanced information and intelligence so that high-risk containers can be identified pre-arrival.

The CBSA and Transport Canada have been closely monitoring smart box and electronic seal technology pilots. Operation Safe Commerce, which has three phases, is helping to identify gaps within the supply chain and will demonstrate the ability of smart-box technology to track and monitor container integrity from point of origin to point of delivery. The Agency is interested in this technology and will closely analyze the results of this pilot in cooperation with industry partners.

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<sup>26</sup> Standing Senate Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #7.

<sup>27</sup> Stephen E. Flynn is the Jeane J. Kirkpatrick Senior Fellow for National Security Studies at the Council on Foreign Relations. Dr. Flynn is also consulting professor at the Center of International Security and Cooperation at Stanford University. A graduate of the U.S. Coast Guard Academy (1982), Dr. Flynn served in the Coast Guard on active duty for twenty years, retiring at the rank of commander. Dr. Flynn serves on several nonprofit advisory boards, including the American Committees on Foreign Relations and the Canada-U.S. Law Institute. He is the principal for Stephen E. Flynn Associates LLC, where he provides independent advisory services on maritime security, transportation security, and container security; See *Appendix IV* for a description of the Flynn Model

<sup>28</sup> Standing Senate Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #9

Bi-lateral agreements with global mega-ports will involve interdepartmental coordination with key maritime nations. The CBSA is currently looking at developing related types of agreements through the Container Security Initiative and will use lessons learned through the current process to build further bi-lateral marine agreements in the future.

In addition, Transport Canada is working with other Canadian and US transportation authorities on the *Canada, United States Cargo Security Project (CUSCSP)*. The objective of the project is to provide a technical review and evaluation in an operational environment of the latest state of the art threat detector technologies.”<sup>29</sup>

The Committee notes the urgency of this mission: “The CBSA and Transport Canada have been closely monitoring . . . The Agency is interested . . . The CBSA is currently looking at . . . to provide a technical review and evaluation . . .”

Regarding the Committee’s recommendation that the government examine the Flynn model, the Department of Public Safety and Emergency Preparedness (PSEPC) wrote in its August 30, 2006 response:

“A. The Canada Border Services Agency (CBSA) risk-assesses marine containers destined to Canada and targets those posing a risk for national security, contraband and public health and security concerns for further scrutiny. This has been achieved through the implementation of the 24-hour rule and the Advance Commercial Information (ACI) Marine program.

Canada Border Services Officers located at the National Risk Assessment Centre in Ottawa and at the Joint In-transit Targeting Initiative locations of Newark and Seattle risk-assess containers for national security purposes prior to lading in a foreign country for transport to Canada. When containers believed to pose a risk to national security are identified, examination requests are made to the foreign country in order to address the risk prior to the container being shipped to Canada.

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<sup>29</sup> Transport Canada, “Response to Committee’s Recommendations,” (July 7, 2006), p.24

During the container's voyage to Canada, the CBSA Marine Container Targeting Units located at container ports in Canada further risk assess and target marine containers for traditional contraband and public health and security concerns that are dealt with on arrival of the container in Canada.

The CBSA has, and continues, to examine all containers it has identified as having risk.

B. Over the last several years, the CBSA has invested more than \$60 million to acquire leading-edge technologies to increase its capability to detect threats and contraband and increased its screening capacity. Examples of this investment include:

- X-ray systems, including baggage, ScanTrailers, and roll-in cargo systems;
- 12 Mobile vehicle and cargo inspection systems (VACIS, gamma-ray systems), used to detect contraband, weapons and other dangerous goods in marine containers, rail cars, or trucks;
- 3 Pallet VACIS (gamma-ray systems), used to scan pallets and large pieces of freight at marine container examination facilities;
- 16 Contraband Outfitted Mobile Enforcement Trucks (COMET) for deployment of examination teams and detection technology;
- Radiation detection technologies, including fixed portal detectors, mobile vehicle-mounted units, handheld units and officer worn dosimeters;
- 60 Ion Mobility Spectrometry (IMS) detectors for narcotics and explosives.”<sup>30</sup>

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<sup>30</sup> Public Safety and Emergency Preparedness Canada, “Response from PSEPC/Portfolio on Reports from SCONSAD,” (August 30, 2006) pp. 33-34.

## CHALLENGE TO GOVERNMENT

### The Need for More Scanning Capacity

The Committee does not have confidence that the CBSA has the capacity to search all the containers it should be searching. Installing just 15 Vehicle and Cargo Inspection Systems (VACIS) to deal with approximately 4.1 million containers shipped to Canadian ports every year<sup>31</sup> falls short of reasonable coverage.

Scanning all those containers would require scanning 20 containers an hour for 24 hours a day, seven days a week, without breakdowns. There obviously aren't enough VACIS machines. Even the ones we have are being used part-time – in Windsor the Committee learned that the VACIS machine was being used five days a week, eight hours a day, even though traffic crosses the border 24/7.

VACIS machines are non-intrusive imaging technology that use penetrating gamma rays to efficiently inspect cargo containers. At present, CBSA operates 15 VACIS machines across Canada (3 pallet and 12 mobile), and has plans to add another VACIS on September 1, 2007. At some borders these machines are not present. At other border crossings, such as the major crossing at Windsor-Detroit, the machines are operated only eight hours a day, allowing truckers to tip other truckers by phone when the machines are inoperative. One VACIS operator informed the Committee that at one particular crossing, VACIS machines were used only once a week. And when it was in use, only about 150-200 containers out of 1500 were scanned. The Committee has learned that even the United States cannot VACIS 100 percent of all incoming cargo, even though the average American border post has three times the staffing that a Canadian one does.

There are currently 15 VACIS machines deployed Canada-wide.<sup>32</sup> The continuous use of these machines each requires a crew of 4 full time employees per machine.<sup>33</sup> In theory, there are supposed to be 60 full time VACIS operators for 15 machines, but because the Committee knows that VACIS machines are not operating all the time, (some are undergoing maintenance, some are just not used much) we know this number to be much lower.

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<sup>31</sup> American association of port authorities, "US/Canada container traffic in TEUs," (2006). Available at [apa.files.cms-plus.com/Statistics/CONTAINER\\_TRAFFIC\\_CANADA\\_US.xls](http://apa.files.cms-plus.com/Statistics/CONTAINER_TRAFFIC_CANADA_US.xls)

<sup>32</sup> Researcher correspondence with Transport Canada official. (January 2007)

<sup>33</sup> Researcher correspondence with Ron Moran, President of CEUDA. (February 2007).



There is no way Canada can come close to scanning 4.1 million containers a year with the current equipment and personnel being provided for the job. To do the job properly would take at least double the current amount of equipment and triple the personnel.

Most containers will have had moments of vulnerability in the international logistics chain. CBSA relies heavily on its container-targeting regime to recognize suspicious containers because it does not have the capacity to scan, or open and inspect, anything more than a token percentage of containers.

### **Flawed Approach to Security Checks**

The Committee believes that there are two flaws at the core of the government's approach to screening containers at Canadian ports:

1. It relies heavily on past shipping behaviour and has little margin for identifying unexpected threat characteristics
2. It allows inspection capacity to take precedence over risk analysis in determining how much risk it is willing to tolerate

CBSA has not provided any acceptable set of criteria, stated in quantifiable terms, for evaluating the adequacy of its container-screening program.

We should not be allowing any container that hasn't been inspected into Canada. Hong Kong doesn't. Why should we?

The Committee heard testimony from Gary D. Gilbert, Senior Vice-President of Hutchison Port Holdings, that the Hong Kong Terminal controlled by the company searches every container coming into the port while it passes at an average rate of 16 kilometers per hour.

Inexpensive light sensors are used to determine whether a container has been tampered with. Inexpensive radiation portal monitors are used to scan for nuclear devices. X-ray scanners are used to determine whether there is anything abnormal in the container that doesn't jibe with the manifest. They photograph the container number and the license number of the truck that brought the container into the port.

Hutchison figures that this fused approach – bringing all the electronically-gathered physical information together with the paper information about contents, origin, destination and shippers – ends up providing about 99 percent certainty that any container is not dangerous. Physical searches are possible if there is any suspicion about the other 1 percent.

Hutchison estimates that the average value of the contents of a container is US\$65,000-\$70,000, and that the most it would cost to do their five-layer screening in North America would be \$US20. Spending \$US20 to thoroughly inspect a container that costs about \$2,000 to ship would appear to be an incredible bargain. Shippers would be unlikely to complain about such a miniscule addition to costs.

Says Gilbert:

“A lot of people say that detection devices are expensive. Yes, some of them are. Chemical, radiation and biological detection devices are expensive sensors that are difficult to build. However, light, shock, humidity and temperature sensors are as cheap as chips. They are in every one of our vehicles. They are so inexpensive they are almost negligible in expense.”<sup>34</sup>

### **Random Scanning Means Random Security**

Hutchison appears to have figured out how to screen every container at a reasonable cost, while the Canadian government continues to move portable VACIS machines from place to place to do random screening, **which gives us random security**. The three VACIS machines deployed in the Vancouver area are supposed to be sufficient to cover four marine container ports that in 2006 brought in a total of 79 million tons of goods, and 2.2 million container units.<sup>35</sup>

Even more disturbingly, the Committee has learned from both Canada Border Services Agency and CEUDA (the customs and excise union) sources that on average, **on any given container ship, there will be up about half a dozen undeclared containers, called “ghost cans”. No one knows where they came from, or what is inside these containers – and half the time, “ghost cans” are not empty**. While CBSA assures us that no container leaves a port without them

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<sup>34</sup> Proceedings of the Standing Senate Committee on National Security and Defence, “Issue 6 - Evidence, Gary D. Gilbert, Senior Vice-President — Americas, Hutchison Port Holdings,” (November 6, 2006)

<sup>35</sup> Standing Senate Committee on National Security and Defence meeting with Vancouver Waterfront Joint Forces Operations, (January 26, 2007)

knowing about it, CEUDA is more forthright about the fact that these "ghost cans" all too often make their way into the port and out of the port without anyone every scrutinizing them.

The public should also be aware that the average container goes through multiple "handoffs" – often as many as 17 between the manufacturer and the final seller. These handoffs provide ample opportunity for would be criminals or terrorists to fiddle with the contents.<sup>36</sup> A hit-and-miss system of scrutinizing and securing containers entering our country is simply not a responsible way to protect Canadians, or the residents of any other country to which the contents may be transshipped.

### **NEW RECOMMENDATIONS:**

**S6. The Committee recommends that every shipping container entering Canada should be scanned using a system that scrutinizes each bill of lading, photographs the number of the container as it passes and ensures that it is identical to the number on the bill of lading, and is capable of identifying:**

- **That the container leaving the port weighs what its documentation say it weighed entering the port**
- **License plate number, photo of driver**
- **Photo of license number of container**
- **Irregular density within the container that does not conform to the contents described on bills of lading**
- **Radiation that may indicate nuclear contents**
- **A requirement that the container has a seal that indicates whether it has been tampered with after it was loaded and closed, using Radio Frequency Identification (RFID) devices.**

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<sup>36</sup> See APPENDIX V for Stephen E. Flynn's example of supply chain handoffs.

- S7. The Committee recommends that all Canadian seaports are equipped with VACIS machines and have the staffing capacity to operate the machines 24/7.**
- S8. The Committee recommends that the six inspection factors be fused together in one database so that this crucial information be easily assessable to security officers.**
- S9. The Committee recommends that every single container entering the United States via Canadian ports be screened by the six inspection factors in conjunction with an examination of the documentation that is currently required.**

## **Problem 5:** **Training Delays**

Union officials told the Committee that customs officials at seaports have often not received the training they require to operate equipment - especially newer equipment for searching cargo containers.

At the heart of the problem is lack of staff. Training requires people to teach new skills, and it requires people to take time away from their regular duties to learn new skills. The Canadian Border Services Agency employs about 13,000 people, more than 7,200 as uniformed officers. Current plans call for staff increases of only 270 person years over the next five years.

That isn't going to do the trick. For a start, the Agency is going to need at least 400 new officers to put an end to single-occupancy border crossings – CEUDA, the Customs and Excise Union, says that number should be 450. Then, if CBSA ever gets its act together and purchases enough VACIS machines to properly scan containers coming into ports and crossing into the United States, more staff is going to be needed to run those machines. The Committee estimates that an optimal nation-wide use of the VACIS machines would require at least 64 permanent border crossing employees, including the number of current VACIS operators.

Which brings us to training. Those border officers who will carry weapons will be given firearms training beginning in July 2007.<sup>37</sup> Someone needs to train them, and someone needs to replace them when they are on weapons training.

Furthermore, if the government takes our advice it will either offer part-time border officers as much training as permanent officers, or replace part-time officers with permanent officers. In either case, more people would be needed to staff border crossings.

If customs inspectors are not being properly trained to use new equipment now, the problem is only going to get worse.

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<sup>37</sup> "With the assistance of the RCMP, CBSA trainers will begin delivering training in July 2007, after our course has been designed and tested. Armed Officers will begin to be deployed to the field in August 2007. Our objective is to train a minimum of 150 Officers by the end of March 2008." See Customs Excise Union, "Secure Border Action Plan," (November 2006), p.39. Available at <http://www.ceuda.psc.com/english/publications/reports/Other/SBAP.pdf>

## COMMITTEE'S RECOMMENDATION

- **The Committee recommended that Canada Customs & Revenue Agency (CCRA) ensure that there are adequate trained personnel to operate the new technology introduced at Canadian ports.<sup>38</sup> (October 2003)**

## GOVERNMENT RESPONSE

The Canadian Border Services Agency (CBSA), in its August 30, 2006 response to the Committee, stated:

“The CBSA, when deploying new technology, develops a full training program in support of these new acquisitions. Manuals for officers and trainers to use are developed. To ensure that sufficient numbers of officers are trained and available to utilize the technology, the CBSA has instituted a regional detection technology trainer program, whereby each of the CBSA's eight regions are funded trainers who receive Train-The-Trainer (TTT) training for each piece of equipment.

This approach to training delivery provides the CBSA the flexibility to schedule regional training of any deployed piece of technology on an as-required basis. This ensures that the CBSA has sufficient numbers of trained officers to safely and regularly utilize the equipment. Such training programs are required in order to conform to Health Canada and Canadian Nuclear Safety Commission legislative and regulatory requirements.”<sup>39</sup>

## CHALLENGE TO GOVERNMENT

“[The Canadian Border Services Agency] when deploying new technology, develops a full training program in support of these new acquisitions.”

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<sup>38</sup> October 2003 - Canada's Coastlines: The Longest Under-Defended Borders in the World, (page 58). Recommendation #2.9

<sup>39</sup> Public Safety and Emergency Preparedness Canada, “Response from PSEPC/Portfolio on Reports from SCONSAD,” (August 30 2006), p.24.

Maybe the CBSA tries to do that. But, if so, why has the Committee been informed that the CBSA designated a new room at Pierre Elliott Trudeau Airport to conduct inspections of seized weapons without training anyone on *how* to inspect the weapons, so the room sits empty? And why was the “Train the Trainer” program talked about in the present tense in the August 30, 2006 response, when the program just got going March 5, 2007.<sup>40</sup>

At least the program is going. The Committee will monitor how well this and other programs do at ensuring that up-to-date equipment isn’t wasted because nobody knows how to use it. But the bottom line here is that there is no way CBSA is going to be able to provide adequate training in different areas if it only hires 270 more people over the next five years.

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<sup>40</sup> Researcher correspondence with CEUDA official, (March 2007).

## **Problem 6:** **Fragile Planes = Fragile Boats**

Blowing up a cruise ship might not be as dramatic as flying a passenger jet through a skyscraper, but under current conditions, it would be a lot simpler. Cruise ships and large ferries are vulnerable to terrorism, and the symbolism of knocking off a huge ship full of sunbathing westerners fits perfectly with radical righteousness. These vessels should be subject to the same kind of security measures that passenger aircraft are.

### **COMMITTEE'S RECOMMENDATION**

- **The Committee recommended that all cruise ships, ferries and other vessels approaching Canadian ports be required to provide information on passengers and crew comparable to that provided to immigration officials at Canadian airports under the Advance Passenger Information/Personal Name Record Program.<sup>41</sup> (October 2003)**

### **GOVERNMENT RESPONSE**

In its August 30, 2006 response to the Committee, the Department of Public Safety and Emergency Preparedness (PSEPC) stated:

“Preliminary analysis has been undertaken on the desirability of expanding the API/PNR program to other modes, in particular to cruise ships and rail, including initial work on the cost of completing this unfunded work.

In 2006-07, the Canadian Border Services Agency (CBSA) will continue to pursue expansion of API/PNR to other modes and will review costs to enable expansion feasibility and timing of expansion.”<sup>42</sup>

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<sup>41</sup> Standing Senate Committee on National Security and Defence, *Canada's Coastlines: The Longest Under-Defended Borders in the World*. (Ottawa: Senate of Canada, October 2003), p.152, Recommendation #2.8

<sup>42</sup> Public Safety and Emergency Preparedness Canada, “Response from PSEPC/Portfolio on Reports from SCONSAD,” (August 30, 2006) p. 24.



## **CHALLENGE TO GOVERNMENT**

“Preliminary analysis has been undertaken . . .” How long does it take to figure out that ferries are soft targets, and that terrorists are looking for soft targets?

The Committee’s 2005 observation on this issue remains valid:

“Canadians expect that security is in place for all modes of mass transportation, including the screening of cruise ship passengers and crew. There is no reason to restrict passenger scrutiny to aircraft. At the heart of asymmetrical warfare is the concept of attacking where attacks are least expected. Terrorists move from hardened targets to softer targets. Passenger ferries should receive the same attention as passenger aircraft.

The February 2004 Abu Sayyaf attack on a large ferry in the Southern Philippines which killed at least 100 people highlights this threat.”<sup>43</sup>

### **“Pursuing” and “Reviewing” Aren’t Enough**

Holding talks. Working groups. Pursuing. Reviewing. Nobody denies that some thought needs to be put into security reforms – you don’t want to rush in and get it wrong. But it has been more than five years since 9/11, and there has been a heck of a lot more talking than doing.

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<sup>43</sup> Standing Senate Committee on National Security and Defence, *Canadian Security Guidebook 2005*. (Ottawa: Senate of Canada, December 2004), p.140

**NEW RECOMMENDATION:**

**S10. The Committee recommends that Transport Canada implement a security regime for cruise ships and large ferries similar to the security regime in place at airports. This security regime should include:**

- **A plan to screen passengers and non-passengers**
- **A plan to search vehicles before they go on large ferries**
- **A plan to screen all luggage (of cruise ship passengers)**

## **Problem 7:**

### **Needed: Canadian Intelligence Officers at Foreign Ports**

Canada needs targeters at foreign ports. Canada has a very small overseas intelligence capacity and none in the world's major seaports. It has always been a major tenet of military strategy that it is better to fight a war abroad than at home to avoid violence on our doorstep. Likewise, it would be better to acquire information on a suspect vessel or a suspect container *before* it arrives at a Canadian port. The Canadian Security Intelligence Service (CSIS) is increasing its activities abroad, but the Committee has seen no evidence that scrutinization of activities at foreign ports is part of CSIS's mission abroad. It should be.

#### **COMMITTEE'S RECOMMENDATION**

- **The Committee recommended that significant numbers of Canadian Security Intelligence Service (CSIS) personnel be posted to major world ports to gather maritime intelligence.<sup>44</sup> (October 2003)**
- **The Committee recommended that CBSA personnel be relocated from the U.S. ports of Newark and Tacoma to major world ports, where the likelihood of terror-related embarkations headed to Canada is much more likely.<sup>45</sup> (October 2003)**

#### **GOVERNMENT RESPONSE**

In its August 30, 2006 response, the Department of Public Safety and Emergency Preparedness (PSEPC) stated:

“In the last few years, there has been increased focus on this lesser-known part of the Service's activities. Although Canada does not have a single agency dedicated solely to collecting foreign intelligence

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<sup>44</sup> Standing Senate Committee on National Security and Defence, *Canada's Coastlines: The Longest Under-Defended Borders in the World*, (Ottawa: Senate of Canada, October 2003), p.58, Recommendation #2.7

<sup>45</sup> Standing Senate Committee on National Security and Defence, *Canada's Coastlines: The Longest Under-Defended Borders in the World*, (Ottawa: Senate of Canada, October 2003), p.58, Recommendation #2.6

abroad, the authority for the collection of national security intelligence from abroad already exists in CSIS legislation, and the Service has been conducting operations abroad for many years. Moreover, the centre of gravity of threats to the security of Canada has shifted, requiring the Service to operate to a greater degree abroad. The Canadian Government recognizes the importance of CSIS operations abroad in relation to protecting Canada from security threats and recommended increased capabilities for intelligence collection and assessment. CSIS's budget has been increased since September 11, 2001, in recognition of the Service's unique abilities and contributions in this regard.

In addition, under Section 17 of the *CSIS Act*, the Service is also authorized, with ministerial approval, to enter into cooperative agreements and relationships. CSIS maintains cooperative relationships with 264 foreign agencies in some 144 countries. Over the last 20 years, CSIS has substantially increased the number of relationships it maintains with foreign agencies, putting CSIS in a unique position of access to information that might otherwise be unavailable to Canada's intelligence community.

In 2005, CSIS established a "Foreign Operations Strategy Team" to conduct a six-month study looking at the Service's current level and capabilities of foreign collection and operations abroad, and to make recommendations on how to enhance those programs. Recommendations made in the subsequent report were approved and the incremental implementation of those recommendations has begun."<sup>46</sup>

With regard to the Canadian inspectors posted at Newark and Tacoma, in its August 30, 2006 response to the Committee the Canadian Border Services Agency stated:

"The CBSA continues to support the placement of CBSA officers in the U.S. seaport of Newark and Seattle/Tacoma. These officers have been stationed in the U.S. as part of a reciprocal agreement with the U.S. Customs and Border Protection and identified as Item 18 of the

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<sup>46</sup> Public Safety and Emergency Preparedness Canada, "Response from PSEPC/Portfolio on Reports from SCONSAD," (August 30, 2006), p.23-24

Shared Border Accord, "Joint In Transit Container Targeting (JT1)". These CBSA officers risk assess and target all marine containers destined for Canada that arrive in U.S. ports on the east, west and gulf coasts prior to their overland in-transit movement to Canada. This, it says, ensures that all containers destined for Canada, whether directly or via the United States, are risk-assessed and examined as required.

In October 2005, the Canada Border Services Agency signed an arrangement with the United States Bureau of Customs and Border Protection to partner in the Container Security Initiative (CSI). This will see the CBSA deploy officers overseas to key strategic locations in order to enhance Canada's ability to address risk in sea containers prior to their voyage to Canada.<sup>47</sup>

## **CHALLENGE TO GOVERNMENT**

Note that there is no reference here to CSIS getting involved at foreign *ports*. The Committee is encouraged that CSIS is becoming more active abroad, but we need to know whether the agency plans to make foreign ports part of its overseas mandate.

As for having inspectors in Newark and Tacoma, the Committee can only assume that since the United States insisted on placing inspectors in Vancouver, Montreal and Halifax, Canadian politicians decided that it wouldn't look good if the United States got to put officers on our soil, when we didn't have any officers on their soil. What a waste of money! Canada receives the largest bulk of our overseas container cargo from the ports of Antwerp, Belgium; Hong Kong, China; and Hamburg, Germany.<sup>48</sup> How much more valuable would these people be in places like Antwerp and Hong Kong? Infinitely more valuable. Dumb.

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<sup>47</sup> Public Safety and Emergency Preparedness Canada, "Response from PSEPC/Portfolio on Reports from SCONSAD," (August 30, 2006), p.23.

<sup>48</sup> Researcher correspondence with CBSA official, (March 2007)

# APPENDIX I

## Order of Reference

Extract from the *Journals of the Senate*, Thursday, April 27, 2006:

It was moved by the Honourable Senator Kenny, seconded by the Honourable Senator Moore:

That the Standing Senate Committee on National Security and Defence be authorized to examine and report on the national security policy of Canada. In particular, the Committee shall be authorized to examine:

(a) the capability of the Department of National Defence to defend and protect the interests, people and territory of Canada and its ability to respond to and prevent a national emergency or attack, and the capability of the Department of Public Safety and Emergency Preparedness to carry out its mandate;

(b) the working relationships between the various agencies involved in intelligence gathering, and how they collect, coordinate, analyze and disseminate information and how these functions might be enhanced;

(c) the mechanisms to review the performance and activities of the various agencies involved in intelligence gathering; and

(d) the security of our borders and critical infrastructure.

That the papers and evidence received and taken during the Thirty-seventh and Thirty-eighth Parliaments be referred to the Committee; and

That the Committee report to the Senate no later than March 31, 2007 and that the Committee retain all powers necessary to publicize the findings of the Committee until May 31, 2007.

After debate,

The question being put on the motion, it was adopted.

Paul C. Bélisle  
*Clerk of the Senate*



## APPENDIX II

# Index of Recommendations

## Canadian Security Guidebook 2005

### **Problem 1: Vulnerable Ports**

- The Committee recommends that a public inquiry, under the Inquiries Act into significant ports be established as soon as possible, with a mandate that would include:
  - a) a major review of overall security at the ports and the development of a national approach to recruiting, training, and the retention of security personnel;
  - b) examination of the degree of control that organized crime has over Canadian sea port operations, as well as the relationship between such control and threats to national security;
  - c) an assessment of the potential for the use of Canadian ports to further terrorism;
  - d) a comprehensive review of the customs, policing and security resources, including the role of private security agencies, which are required at ports;
  - e) a review of the effectiveness of customs inspections of vessels and cargo arriving at Canadian ports; and
  - f) a review of hiring practices at Canadian ports.<sup>49</sup> (February 2002)

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<sup>49</sup> Standing Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p. 128, Recommendation #8.



**Problem 2: Organized Crime at Ports**

- The Committee recommended the introduction of a compulsory background screening system at all major ports to assess whether employees or candidates for employment pose a security risk.<sup>50</sup> (February 2002)

**Problem 3: Port Perimeters**

- The Committee recommended a full review of the fencing and entry/exit security systems currently in place at Canada's significant ports to determine their adequacy. This review should consider the introduction of national standards for port security systems.<sup>51</sup> (February 2002)

**Problem 4: Insufficient Police at Ports**

- The Committee recommended that the Royal Canadian Mounted Police (RCMP) be designated as the lead police force at all Canadian air and sea ports with adequate funding to combat security breaches caused by the presence of organized crime at those ports.<sup>52</sup> (October 2003)

**Problem 5: Inadequate Container Screening**

- The Committee recommended that in Canada's ports, the Canada Border Services Agency:
  - a) conduct sensitivity analysis to determine what level of examination of containers will provide effective security; and,
  - b) receive the funding necessary to equip significant ports and major border crossings with X-Ray machines and other appropriate technology to inspect high-risk containers.<sup>53</sup> (February 2002)

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<sup>50</sup> Standing Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #6

<sup>51</sup> Standing Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #5

<sup>52</sup> Standing Senate Committee on National Security and Defence, *Canada's Coastlines: The Longest Under-Defended Borders in the World*. (Ottawa: Senate of Canada, October 2003), p.57, Recommendation #2.5

<sup>53</sup> Standing Senate Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #7.

**Problem 6: Inadequate Container Supervision**

- The Committee recommended examination of the Flynn model<sup>54</sup> [in which containers are loaded under secure conditions and provided with monitors to record attempts to tamper with their seals] should be monitored closely and examined further.”<sup>55</sup> (February 2002)

**Problem 7: Fragile Ferries**

- The Committee recommended that all cruise ships, ferries and other vessels approaching Canadian ports be required to provide information on passengers and crew comparable to that provided to immigration officials at Canadian airports under the Advance Passenger Information/Personal Name Record Program.<sup>56</sup> (October 2003)

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<sup>54</sup> Stephen E. Flynn is the Jeane J. Kirkpatrick Senior Fellow for National Security Studies at the Council on Foreign Relations. Dr. Flynn is also consulting professor at the Center of International Security and Cooperation at Stanford University. A graduate of the U.S. Coast Guard Academy (1982), Dr. Flynn served in the Coast Guard on active duty for twenty years, retiring at the rank of commander. Dr. Flynn serves on several nonprofit advisory boards, including the American Committees on Foreign Relations and the Canada-U.S. Law Institute. He is the principal for Stephen E. Flynn Associates LLC, where he provides independent advisory services on maritime security, transportation security, and container security; See Appendix for a description of the Flynn Model

<sup>55</sup> Standing Senate Committee on National Security and Defence, *Canadian Security and Military Preparedness*. (Ottawa: Senate of Canada, February 2002), p.128, Recommendation #9

<sup>56</sup> Standing Senate Committee on National Security and Defence, *Canada's Coastlines: The Longest Under-Defended Borders in the World*. (Ottawa: Senate of Canada, October 2003), p.152, Recommendation #2.8



## APPENDIX III

# Index of New Recommendations

### **Problem 1: Organized Crime at Ports**

- S1. The Committee recommends that a restricted area identification card (RAIC) program similar to the one implemented by the Canadian Air Transport Security Authority at airports should be implemented by Transport Canada for port workers at all 19 ports in Canada's National Ports system. The seaport restricted area identification cards should be:
- Designed to include security features such as: a smart chip embedded with a unique algorithm representing unique fingerprint and iris patterns; a tamper-proof hologram; an expiry date; and, access locations;
  - Issued to seaport workers only after receiving a background check through Public Safety and Emergency Preparedness Canada;
  - Given to all workers that need access to or work in restricted areas;
  - Able to monitor and control the movement (geo-fencing) of workers within restricted areas; and
  - Accompanied by a screening process that requires all workers to be screened prior to entering and when leaving restricted areas.

### **Problem 2: Leaky Port Perimeters**

- S2. The Committee recommends that Transport Canada's Marine Security Contribution Program<sup>57</sup> be extended to 2015 to allow seaports, seaport facilities, domestic ferry operators and facilities other than Canada Port Authorities adequate opportunity to enhance their security.

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<sup>57</sup> The Marine Security Contribution Program is a five-year, \$115-million Government of Canada commitment to assist ports and marine facilities with security enhancements. The program is application-based and provides funding on a cost-shared basis — 75 per cent government / 25 per cent recipient — for a number of clearly identified eligible expenses.

**Problem 3: Lack of Police at Ports**

- S3. The Committee recommends that the Department of Public Safety implement a program similar to Transport Canada's Marine Security Contribution Program that will provide funding on a cost sharing basis to Provincial and local police forces in order to build and sustain a waterside police presence in all the ports in the National Ports System and all marine ports situated on the Great Lakes and St. Lawrence Seaway System.
- S4. The Committee recommends that the RCMP's role should evolve so that it would have a larger role in setting up at security marine ports. It should also significantly expand its investigative, analytical, support and technical capabilities to tackle organized crime and to prevent threats to national security at the 19 ports in the National Ports System.
- S5. The Committee recommends that the Government of Canada increase the size of the RCMP National Port Enforcement Teams by between 1,300 and 1,500 full-time equivalents (FTEs) in order to provide the RCMP with the capacity to:
- Combat organized crime at the 19 ports in the National Ports System;
  - Prevent and respond to threats to the national security of Canada that originate from Canada's marine ports; and
  - Increase, through joint force operations with provincial and local police forces, the number of waterside police in marine ports situated on the Great Lakes and St. Lawrence Seaway System and on major rivers.

**Problem 4: Inadequate Container Screening**

- S6. The Committee recommends that every shipping container entering Canada should be scanned using a system that scrutinizes each bill of lading, photographs the number of the container as it passes and ensures that it is identical to the number on the bill of lading, and is capable of identifying:
- That the container leaving the port weighs what its documentation say it weighed entering the port
  - Licence plate number, photo of driver
  - Photo of licence number of container

- Irregular density within the container that does not conform to the contents described on bills of lading
  - Radiation that may indicate nuclear contents
  - A requirement that the container has a seal that indicates whether it has been tampered with after it was loaded and closed, using Radio Frequency Identification (RFID) devices
- S7. The Committee recommends that all Canadian ports are equipped with VACIS machines and have the staffing capacity to operate the machines 24/7.
- S8. The Committee recommends that the 6 inspection factors be fused together in one database so that this crucial information be easily assessable to security officers.
- S9. The Committee recommends that every single container entering the United States via Canadian ports be screened by the 6 inspection factors.

**Problem 5: Training Delays**

No recommendations, though the Committee is monitoring this issue.

**Problem 6: Fragile Planes = Fragile Boats**

- S10. The Committee recommends that Transport Canada implement a security regime for cruise ships and large ferries similar to the security regime in place at airports. This security regime should include:
- A plan to screen passengers and non-passengers;
  - A plan to search vehicles before they go on large ferries; and
  - A plan to screen all luggage (of cruise ship passengers).

**Problem 7: Needed: Canadian Intelligence Officers at Foreign Ports**

No new recommendations. The Committee stands by its previous recommendations stated in Problem 7 of this report.



## APPENDIX IV

# Flynn Model

According to Stephen E. Flynn,<sup>58</sup>

- The core weakness of the current container security regime (in the USA) is that at its heart, it can be described as a “trust but do not verify” system.
- Border Agents assume that the overwhelming majority of containers are from legitimate sources and therefore can arrive on U.S. soil unexamined.
- Only those containers which it identifies in advance as high risk should undergo inspection.
- There are three critical problems with this approach.
  1. Intelligence to support the targeting remains very tenuous.
    - It will likely be years before the intelligence community succeeds at penetrating the terrorist groups most intent on targeting the United States.
  2. Automated Targeting Systems are too dependent on cargo manifest information which is error-prone and does not provide transshipment data.
    - These manifests will only tell where container was loaded before it comes to the United States.<sup>59</sup>
  3. The decision of what constitutes an adequate inspection of a container which is designated as high-risk by the National Targeting Center is left to the discretion of the inspectors assigned to each port.

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<sup>58</sup> Stephen E. Flynn is the Jeane J. Kirkpatrick Senior Fellow for National Security Studies at the Council on Foreign Relations. Dr. Flynn is also consulting professor at the Center of International Security and Cooperation at Stanford University. A graduate of the U.S. Coast Guard Academy (1982), Dr. Flynn served in the Coast Guard on active duty for twenty years, retiring at the rank of commander. Dr. Flynn serves on several nonprofit advisory boards, including the American Committees on Foreign Relations and the Canada-U.S. Law Institute. He is the principal for Stephen E. Flynn Associates LLC, where he provides independent advisory services on maritime security, transportation security, and container security.

<sup>59</sup> Flynn example: For instance, goods destined for the U.S. may start in a small factory on an Indonesian island, then be shipped by a coastal ship to Jakarta, and then loaded aboard a different vessel for the journey to Hong Kong. Once in Hong Kong, this shipment may be mixed with other shipments by a cargo consolidator, who will provide a cargo manifest to CBP that says the box is coming from Hong Kong and is being shipped to a U.S. destination. The point of origin and transshipment information for the cargo that originated in Indonesia would not be available



- Since emptying a container takes an average of five agents working up to three hours, this only happens about one-tenth of one-percent of the time.

### **Flynn's Solution – Securing the Entire Supply Chain**

- Move from the current “trust-but-don’t-verify” system to one where verifiable measures are in place to protect all shipments.
- Use a mix of sensors and more vigorous monitoring to increase the probability of detection from its current 10% levels to the 90% range.
- Securing cargo containers boils down to three things:
  1. There should be a system in place that ensures only legitimate and authorized goods are loaded into a container.
  2. Once a container is on the move within the global transportation system, there should be measures that protect the shipment from being intercepted and compromised.
  3. Each port should have a rapid and effective means to inspect cargo containers that arouse concern. Inspections at borders should be about checking that these point-of-origin and in-transit controls have not been violated.
- The major terminal operators should be the gatekeepers:
- They should be able to help confirm that a low-risk container is in fact low-risk.
- If a container has been deemed high-risk, they should be able to handle it in a way that poses a minimal level of danger and disruption.
- To ensure that a container belonging to a trusted shipper has not in fact been compromised, we should insist that it be loaded in an approved secure facility at its point of origin:
  - Facilities would have loading docks with safeguards that prevent workers or visitors from gaining unauthorized entry.
  - The loading process could be monitored by camera and bonded third-party inspectors who would verify the goods are legitimate.
- We must harness new technologies:
  - Outfitted containers with light, temperature, or pressure sensors that could detect an unauthorized intrusion.

- Use internal sensors that could detect indications of prohibited items.
- Use a global positioning system (GPS) to record of the route that the container travels.
- Monitor container movement
  - If the driver strayed from his designated route, a radio signal could transmit an alarm to the relevant authorities.
- Subject the truck drivers moving containers to background checks.
- Make all containers pass through a non-intrusive inspection unit upon arrival at a terminal which photographs its contents.
  - This should be equipped to detect radiation, to interrogate the sensors installed in the box, and to create a cat-scan style image of its contents.
- Share the photograph of the container's contents with all national customs authorities along the route via the internet.
  - Sharing data records would allow experts to remotely look over the shoulder of frontline agents.
- Double-check inspectors.
  - Knowing that their inspection could be double-checked would make these agents less willing to accept a payoff to look the other way.
- Containers and contents must be tracked on route and upon arrival:
  - Assuming that a ship made it into port without incident, its containers should be selectively spot-checked.
  - Containers should pass through radiation detectors, and a scanned image at the arrival port should be compared with the image taken at the loading port.
  - The containers should then be tracked as they move to their final destination, allowing the ability to intercept the shipment in the face of late-breaking intelligence.
- Apply the same level of concern to outbound containers

- A domestic-based terrorist could put a bomb into a shipment of exports, and then set off the explosive device once it arrives in another port facility.
- End-to-end visibility and accountability of containerized cargo does not require futuristic technologies.
  - Taking and transmitting digital images is done through email by millions.
  - In the age of GPS, there is no technical barrier to tracking ships on the high seas
  - GPS systems can be used in a variety of applications.
    - For instance, General Motors has its “On-Star” service, which allows it to find a car if it is stolen, to alert emergency personnel if the air bag is deployed, to remotely diagnose an engine problem, or to unlock a car if a customer leaves his key inside.
  - Sensors that can be built into a container are under development and will probably cost no more than \$250 per box if widely deployed.<sup>60</sup>

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<sup>60</sup> Flynn, Stephen E., “The Limitations of the Current Cargo Container Targeting,” March 31, 2004. According to Flynn, “the average container is used for ten years. That means that over the life of the container, the initial cost of installing sensor technologies into the box would add about \$5 to the price tag of each shipment”.

## APPENDIX V

# Supply Chain Hand-offs

Many of the weaknesses in the U.S. container inspection regime are similar to those found in Canada's container inspection regime. According to Stephen E. Flynn,<sup>61</sup> the core weakness of the current container security regime (in the USA) is that at its heart, it can be described as a "trust but do not verify" system. The Committee continues to wonder how reliable and effective Canada's own "known shipper" programme is.

Supply chain<sup>62</sup>:

1. Known shipper: manufacturer or exporter loads and seals containers.
2. Truck or rail carrier: carries containers to the port.
3. Port Terminal Operator: stores and loads containers onto ships.
4. Shipping Carrier: Transports containers.
5. Port Terminal Operator: Unloads and stores containers.
6. Trucking Company: carries the containers to the importer's distribution centre.
7. Importer Warehouse

This is the most direct route and even then, there are a number of security concerns. Using the American system as an example, U.S. Customs and Border Protection (CBP) has only verified 27 percent of the 5,800 participants of an incentive program that encourages importers and terminal operators to enhance security at each step of the supply chain. Other security concerns include: sometimes high-risk containers are loaded onto the ship before inspections occurs; audits have shown that the ship manifests are often incomplete, making risk assessment difficult; many ports have not completed security improvements at terminals, like fencing and cameras; gamma screening only covers 5.6 percent of

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<sup>61</sup> Stephen E. Flynn is the Jeane J. Kirkpatrick Senior Fellow for National Security Studies at the Council on Foreign Relations. Dr. Flynn is also consulting professor at the Center of International Security and Cooperation at Stanford University. A graduate of the U.S. Coast Guard Academy (1982), Dr. Flynn served in the Coast Guard on active duty for twenty years, retiring at the rank of commander. Dr. Flynn serves on several nonprofit advisory boards, including the American Committees on Foreign Relations and the Canada-U.S. Law Institute. He is the principal for Stephen E. Flynn Associates LLC, where he provides independent advisory services on maritime security, transportation security, and container security.

<sup>62</sup> "Supply chain" - Sources: RAND Corporation; AMR Research; U.S. Customs and Border Protection; U.S. Government Accountability Office

all imported containers since dense material, such as frozen foods, are hard to screen; radiation portals have difficulty detecting shielded, highly enriched uranium – a key ingredient in nuclear bombs.

Now imagine that there are more than these 7 hand-offs (listed above) – which often is the case. For instance:

“Goods destined for the U.S. may start in a small factory on an Indonesian island, then be shipped by a coastal ship to Jakarta, and then loaded aboard a different vessel for the journey to Hong Kong. Once in Hong Kong, this shipment may be mixed with other shipments by a cargo consolidator, who will provide a cargo manifest to CBP that says the box is coming from Hong Kong and is being shipped to a U.S. destination. The Automated Targeting System that CBP relies on to identify high-risk cargo shipments is too dependent on cargo manifest information which is error-prone and does not provide transshipment data. These manifests will only tell where a container was loaded before it comes to the United States. Therefore the point of origin and transshipment information for the cargo that originated in Indonesia would not be available for CBP to evaluate.”<sup>63</sup>

Millions of containers enter Canada each year. Whether they are distributed throughout our country or transshipped to the U.S., we need a fail-safe system that verifies where these containers came from as well as their contents.

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<sup>63</sup> [Stephen E. Flynn](#), “The Limitations of the Current Cargo Container Targeting,” March 31, 2004: Written Testimony before a hearing of the Subcommittee on Oversight and Investigations, Committee on Energy and Commerce United States House of Representatives

## APPENDIX VI

# Who the Committee Heard From

**Abbas, Mr. Leo**  
Mayor  
Town of Happy Valley Goose Bay  
February 3, 2005

**Adams, Mr. John**  
Commissioner  
Canadian Coast Guard  
May 5, 2003

**Addy, Major General (ret'd) Clive**  
National Past Chairman, Federation of Military and  
United Services Institutes of Canada  
October 15, 2001

**Alarie, Master Corporal Bernadette**  
Canadian Forces Dental Services School  
CFB Borden  
June 25-27, 2002

**Allan, Major Murray**  
Deputy Commanding Officer  
Royal Regina Rifles  
January 27, 2003

**Allen, Mr. Jon**  
Director General, North America Bureau  
Department of Foreign Affairs and International Trade  
January 28, 2002, March 17, 2003

**Anderson, Colonel N.J.**  
National Defence  
May 2, 2005

**Arcand, Chief Warrant Officer Gilles**  
5th Combat Engineer Regiment  
CFB Valcartier  
September 24, 2003

**Atkins, Chief Superintendent Ian**  
Criminal Operations Officer, H Division, RCMP  
January 22-24, 2002, September 22-23, 2003

**Adams, Superintendent Bill**  
Federal Services Directorate  
RCMP  
June 9, 2003

**Adams, Corporal Terrance**  
CFB Borden Technical Services  
CFB Borden  
June 25-27, 2002

**Addy, Major General (ret'd) Clive**  
Conference of Defence Associations (Ottawa)  
June 27, 2005

**Alexander, Dr. Jane**  
Deputy Director  
U.S. Defence Advanced Research Projects Agency (DARPA)  
February 4, 2002

**Allard, The Honorable Wayne**  
Ranking Member (Republican – Virginia), U.S.  
Senate Armed Services Committee  
February 5, 2002

**Amos, Chief Warrant Officer Bruce**  
423 Maritime Helicopter Squadron,  
12 Wing Shearwater  
January 22-24, 2002

**Andrash, Mr. P. (Duke)**  
Sergeant 481, Vancouver Police Department  
November 18-22, 2001

**Armstrong, Tim**  
Assistant Chief, Special Operations  
Vancouver Fire & Rescue Services  
January 29, 2007

**Atkinson, Ms. Joan**  
Assistant Deputy Minister, Policy and Program Development  
Department of Citizenship and Immigration  
January 28, 2002

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**Audcent**, Mr. Mark

Law Clerk and Parliamentary Counsel  
Senate of Canada  
December 2, 2002

**Axworthy**, Dr. Thomas

Chairman, Centre for Study of Democracy  
Queen's University  
September 29, 2003

**Baird**, Master Corporal Keith

Bravo Squadron  
CFB Kingston  
May 7-9, 2002

**Baker**, Lieutenant-Colonel Roy

Wing Logistics and Engineering Officer  
CFB Trenton  
June 25-27, 2002

**Balnis**, Richard

Senior Research Officer  
Canadian Union of Public Employees  
November 18, 2002

**Barbagallo**, Lieutenant Jason

The Black Watch  
November 5-6, 2002

**Barr**, Colonel David E.

Commander, Canadian Special Operations Forces Command  
(CANSOFCOM)  
National Defence  
November 20, 2006

**Barrette**, Mr. Jean

Director, Security Operations, Safety and Security Group  
Transport Canada  
November 27, 2002 / December 2, 2002 / October 2, 2006

**Basrur**, Dr. Sheela

Medical Officer of Health  
City of Toronto  
October 30, 2003

**Bastien**, Commander Yves

Formation Administration Officer  
Maritime Forces Atlantic  
January 22-24, 2002

**Avis**, Captain Peter

Director of Maritime Policy, Operations and Readiness  
Department of National Defence  
April 7, 2003

**Badger**, Captain Chris J.

Vice President, Operations, Vancouver Port Authority  
November 18-22, 2001

**Baker**, Mr. Mike

Vice-President, Corporate Management  
Canadian Air Transport Security Authority  
November 25, 2002

**Baker**, Phillip

Director General, Afghanistan, India, Nepal, Sri Lanka Div.  
Canadian International Development Agency  
May 29, 2006

**Baltabaev**, M.P., Mr. Tashpolot

Kyrgyz Republic  
May 12, 2003

**Bariteau**, Lieutenant-Colonel François

Commanding Officer, Canadian Forces  
Leadership and Recruit School  
National Defence  
June 1, 2005

**Barrett**, Major Roger R.

Operational Officer, 2 RCR  
CFB Gagetown  
January 22-24, 2002

**Bartley**, Mr. Alan

Director General, Policy Planning and Readiness, Office of  
Critical Infrastructure Protection and Emergency  
Preparedness  
July 19, 2001

**Bastien**, Major-General Richard

Deputy Commander of Air  
Assistant Chief of the Air Staff  
Department of National Defence  
December 3, 2001

**Baum**, Major Nigel

J4  
CFB Kingston  
May 7-9, 2002

## APPENDIX VI Who the Committee Heard From

---

**Bax**, Ms. Janet  
Director General, Programs  
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Preparedness  
October 20, 2003

**Beaton**, Chief of Police Jack  
City of Calgary  
February 1, 2007

**Beattie**, Lieutenant-Colonel Mark  
Senior Staff Officer, Canadian Forces Support Training Group,  
CFB Borden  
June 25-27, 2002

**Beers**, Master Corporal Robert  
Canadian Forces School of Electrical and Mechanical  
Engineering  
CFB Borden  
June 25-27, 2002

**Begley**, Inspector J.J. (Jim)  
Federal Policing Service  
RCMP  
November 18-22, 2001

**Bell**, Lieutenant-Commander John  
Commander, HMCS Queen  
National Defence  
March 9, 2005

**Belzile**, Lieutenant-General (ret'd) Charles  
Chairman  
Conference of Defence Associations  
October 15, 2001

**Bernier**, Warrant Officer Michel  
5th Military Police Platoon  
CFB Valcartier  
September 24, 2003

**Berthiaume**, Lieutenant-Colonel Philip (Res)  
Essex and Kent Scottish Regiment  
December 1, 2004

**Bildfell**, Mr. Brian  
Director, Ambulance Services  
City of Windsor  
February 27, 2003

**Beare**, Brigadier-General Stuart A. Commander, Land Forces  
Western Area  
National Defence  
March 7, 2005

**Beattie**, Captain Davie  
Canadian Parachute Centre Adjutant  
CFB Trenton  
June 25-27, 2002

**Beazley**, Chief Frank  
Halifax Regional Police  
Halifax Regional Municipality  
September 23, 2003

**Begin**, Mr. Robert  
Regional Director, Quebec  
Office of Critical Infrastructure Protection and Emergency  
Preparedness  
October 27, 2003

**Belcourt**, Chief Warrant Officer Mario  
12th Canadian Armoured Regiment  
5th Canadian Mechanized Brigade CFB Valcartier  
September 24, 2003

**Bell**, Mr. Peter  
Intelligence Analyst  
Organized Crime Agency of B.C.  
November 18-22, 2001

**Bercuson**, Dr. David J.  
Director, Centre for Military and Strategic Studies  
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April 19, 2004 and March 8, 2005

**Berry**, Major David  
Canadian Parachute Centre Training Officer Commander  
CFB Trenton  
June 25-27, 2002

**Berthiaume**, Mr. Tim  
Deputy Fire Chief  
City of Windsor  
February 10, 2003

**Bilodeau**, Mr. Ronald  
Associate Secretary to the Cabinet, Deputy Minister to the  
Deputy Prime Minister and Security and Intelligence  
Coordinator, Privy Council Office  
February 24, 2003



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**Bishop Jr.**, The Honorable Sanford D.  
(Democrat – Georgia)  
U.S. House Select Committee on Intelligence  
February 5, 2002

**Black**, Mr. Bob  
Director, Office of Emergency Preparedness  
City of Edmonton  
January 28, 2003 / January 30, 2007

**Blackmore**, Mr. David  
Director of Building and Property, Emergency Operations  
Centre Manager City of St. John's  
March 31, 2003

**Blair**, Master Warrant Officer Gérald  
Canadian Forces School of Communications and Electronics  
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May 7-9, 2002

**Blanchette**, Lieutenant-Colonel Michael  
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CFB Trenton  
June 25-27, 2002

**Blight**, Master Corporal  
8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Bloodworth**, Ms Margaret  
Deputy Minister  
Public Safety and Emergency  
Preparedness Canada  
February 15, 2005

**Bolton**, Lieutenant Colonel Bruce D  
Commanding Officer  
The Black Watch, Royal Highland Regiment of Canada  
November 5-6, 2001

**Bonnell**, Mr. R.J. (Ray)  
Superintendent, Officer in Charge, Protective Services  
Branch, RCMP  
December 2, 2002

**Bouchard**, Major-General J.J.C  
Commander, 1 Canadian Air Division  
National Defence  
March 10, 2005

**Bissonnette**, Captain J.R.A.  
Commander, 5th Military Police Platoon  
CFB Valcartier  
September 24, 2003

**Black**, Lieutenant Colonel Dean C.  
Commanding Officer, 403 Squadron  
CFB Galetown  
January 22-24, 2002

**Blair**, Colonel Alan  
12 Wing Commander  
National Defence  
May 5, 2005

**Blanchard**, Master Corporal Piette  
Canadian Forces Dental Services School  
CFB Borden  
June 25-27, 2002

**Bland**, Professor Douglas  
Chair of Defence Management Program, School of Policy  
Studies  
Queen's University  
October 29, 2001 / May 27, 2002 / June 27, 2005

**Blondin**, Colonel Yvan  
Wing Commander, 3 Wing Bagotville  
National Defence  
June 1, 2005

**Boisjoli**, Lieutenant-Commmander André  
Commanding Officer, HMCS Glace Bay, Maritime Forces  
Atlantic  
January 22-24, 2002

**Bon**, Mr. Daniel  
Director General, Policy Planning, Assistant Deputy Minister,  
Policy  
Department of National Defence  
July 18, 2001

**Boswell**, Lieutenant-Colonel Brad  
Acting Director of Army Doctrine  
CFB Kingston  
May 7-9, 2002

**Boucher**, Mr. Mark  
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Canadian Merchant Service Guild  
February 2, 2005

## APPENDIX VI Who the Committee Heard From

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- Boulden**, Ms Jane  
Canada Research Chair in International Relations and Security Studies  
Royal Military College of Canada  
November 29, 2004
- Boutilier**, Dr. James A.  
Special Advisor (Policy), Maritime Forces, Pacific Headquarters  
Department of National Defence  
June 9, 2003
- Boyer**, Colonel Alain  
Commander 15 Wing Moose Jaw  
National Defence  
March 9, 2005
- Brandt**, Mr. Brion  
Director, Security Policy  
Transport Canada  
May 5, 2003 / February 12, 2007
- Brochet**, Inspector Pierre, Chief of Operation,  
Planning Section, Montreal Police Service, City of Montreal  
September 26, 2003
- Brooks**, Captain Melissa  
CFB Petawawa  
June 25-27, 2002
- Brown**, Rick  
Executive Director, Emergency Management Alberta  
Government of Alberta  
January 30, 2007
- Buck**, Vice-Admiral Ron  
Chief of the Maritime Staff  
Department of National Defence  
December 3, 2001, August 14, 2002, April 7, 2003
- Buenacruz**, Corporal  
Wing Administration  
8 Wing Trenton  
June 25-27, 2002
- Bujold**, Mr. Guy  
Assistant Deputy Minister  
Infrastructure Canada  
February 7, 2005
- Bourgeois**, Mr. Terry  
District Chief, Rural District 3, Communications, Fire and Emergency Service, Halifax Regional Municipality  
September 23, 2003
- Bowes**, Lieutenant-Colonel Steve  
Armour School  
C.F.B. Gagetown  
National Defence  
January 31, 2005
- Bramah**, Mr. Brian  
Regional Director  
Transport Canada  
November 18-22, 2001
- Bradley**, Corporal John  
Imagery Technician  
17 Wing Imaging and Associate Air Force Historian, 17 Wing Winnipeg  
November 18-22, 2001
- Brodeur**, Vice-Admiral (Ret'd) Nigel  
As an individual  
March 1, 2005
- Brown**, Major Chris  
424 Squadron  
CFB Trenton  
June 25-27, 2002
- Bryan**, Mr. Robert  
Emergency Planning Coordinator  
City of Vancouver  
January 30, 2003
- Buck**, Vice-Admiral Ron  
Vice Chief of the Defence Staff  
National Defence  
December 6, 2004
- Bugslag**, Mr. Bob  
Executive Director, Provincial Emergency Program  
Government of British Columbia  
March 1, 2005
- Bullock**, Ms. Margaret  
Manager, Security Awareness, Policy and Regulatory Corporate Security, Air Canada  
November 18-22, 2001

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**Burke, Captain (N) Greg**  
Chief of Staff, Maritime Forces Atlantic  
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**Burr, Ms Kristine**  
Assistant Deputy Minister, Policy  
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February 7, 2005

**Burrell, Fire Chief (William) Bruce**  
Director of Disaster Services  
City of Calgary  
February 1, 2007

**Cabana, Chief Superintendent Mike**  
Royal Canadian Mounted Police  
Federal and International Operations, Director General  
Border Integrity  
October 30, 2006

**Cameron, Colonel Scott**  
Director of Medical Policy on the staff of the Director  
General Health Services (DGHS)  
Department of National Defence  
December 10, 2001

**Campbell, Anthony**  
Vice-President, Canadian Association for Security and  
Intelligence Studies  
June 3, 2002

**Campbell, Master Corporal Steve**  
426 Training Squadron, 8 Wing Trenton  
June 25-27, 2002

**Caouette, Sergeant Denis, Operational Planning  
Section, Montreal Police Service, City of Montreal**  
September 26, 2003

**Caron, Corporal Denis**  
National Support Arrangements Coordinator, Coast  
and Airport Watch National Coordinator, Organized  
Crime Branch, RCMP  
April 7, 2003

**Carroll, Lieutenant-Commander Derek HMCS**  
Tecumseh  
National Defence  
March 8, 2005

**Burke, Mr. Sean**  
Research Associate, National Security Studies,  
Council on Foreign Relations  
February 4, 2002

**Burrell, Mr. Bruce**  
Assistant Deputy Chief Director, Halifax Regional  
Fire Service  
Halifax Regional Municipality  
September 23, 2003

**Butler, Mr. John**  
Regional Director, Newfoundland and Labrador  
Canadian Coast Guard  
February 2, 2005

**Calder, Mr. Kenneth**  
Assistant Deputy Minister, Policy  
Department of National Defence  
November 26, 2001, August 14, 2002, April 26,  
2004, October 25, 2004

**Cameron, Captain Keith**  
CFB Petawawa  
June 25-27, 2002

**Campbell, Lieutenant-General Lloyd**  
Commander of Air Command and Chief of the Air Staff  
Department of National Defence  
December 3, 2001

**Camsell, Lieutenant-Colonel J.F.**  
36<sup>th</sup> Service Battalion  
February 2, 2005

**Capstick, Colonel Mike**  
Director, Land Personnel Strategy  
Patricia's Canadian Light Infantry  
March 10, 2005

**Caron, Lieutenant-General Marc**  
Chief of Land Staff  
National Defence  
February 7, 2005

**Castillo, Corporal Marvin**  
CFB Kingston  
May 7-9, 2002

## APPENDIX VI Who the Committee Heard From

---

**Castonguay**, Staff Sergeant Charles  
Unit Commander, RCMP  
November 5-6, 2001

**Cessford**, Lieutenant-Colonel Michael  
Acting Commader, Canadian Forces Joint Operations Group,  
CFB Kingston  
May 7-9, 2002

**Charette**, Mr. Serge  
National President  
Customs Excise Union Douanes Accise  
January 22-24, 2002

**Chartrand**, Lieutenant-Commander Yves  
Acting Commanding Officer, HMCS Huron  
Maritime Forces Pacific  
November 18-22, 2001

**Christie**, Mr. Ryerson  
Researcher, Centre for International and  
Security Studies  
York University  
March 21, 2005

**Clapham**, Superintendent, Ward D.  
Officer in Charge  
RCMP  
November 18-22, 2001

**Clarke**, Master Corporal James  
Gulf Squadron  
CFB Kingston  
May 7-9, 2002

**Coble**, The Honorable Howard  
Ranking Member (Republican, North Carolina)  
U.S. House Judiciary Committee  
February 7, 2002

**Collenette**, P.C., M.P., The Honourable David Michael  
Minister of Transport  
December 2, 2002

**Cellucci**, H.E. Paul  
Ambassador  
Embassy of the United States of America to Canada  
August 15, 2002

**Chapin**, Mr. Paul  
Director General, International Security Bureau,  
Department of Foreign Affairs and International  
Trade  
February 23, 2004

**Chartier**, Honorary Lieutenant-Colonel Victor G., OMM,  
CD.  
The Black Watch  
November 5-6, 2002

**Chow**, Lieutenant Commander Robert  
Commanding Officer, HMCS *Unicorn* (Saskatoon)  
January 27, 2003

**Cirincione**, Mr. Joseph  
Senior Director, Non Proliferation Project, The  
Carnegie Foundation  
February 5, 2002

**Clark**, Captain Robert  
CO BW No.2497 Cadet Corps  
Head Librarian, Law Library  
McGill University  
November 5-6, 2002

**Clarke**, Mr. Shawn  
Acting Regional Director, Prince Edward Island,  
Office of Critical Infrastructure Protection and  
Emergency Preparedness  
October 27, 2003

**Cohen**, Mr. Andrew  
Associate Professor, School of  
Journalism and Communications  
Carleton University  
March 21, 2005

**Connolly**, Mr. Mark  
Director General, Contraband and Intelligence  
Services Directorate, Customs Branch  
Canada Customs and Revenue Agency  
February 10, 2003, September 22, 2003

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- Connolly, Mr. Mark**  
Head, Customs Contraband, Intelligence and Investigations  
Canada Border Services Agency  
February 23, 2004
- Cooper, First Officer Russ**  
Toronto Representative, Security Committee  
Air Canada Pilots Association  
November 4, 2002
- Cormier, Master Seaman Michael**  
Canadian Forces Military Police Academy  
CFB Borden  
June 25-27, 2002
- Côté, Mr. Bertin**  
Deputy Head of Mission  
Canadian Embassy (Washington)  
February 4-7, 2002
- Côté, Brigadier-General Gaston**  
Commander, Land Forces Quebec Area  
National Defence  
June 1, 2005
- Coulter, Mr. Keith**  
Chief, Communications Security Establishment  
February 24, 2003
- Crabbe, Lieutenant-General (Ret'd) Ray**  
Royal Military Institute of Manitoba (RMIM)  
March 10, 2005
- Crober, Mr. Paul**  
Regional Director for B.C. and Yukon,  
Emergency Mgmt. and National Security Sector, Public Safety  
and Emergency Preparedness Canada  
March 1, 2005
- Crosman, Colonel John**  
Assistant Chief of Staff Plans, Maritime Forces Pacific  
Headquarters  
National Defence  
January 29, 2007
- Croxall, Corporal Kevin**  
CFB Borden Administration Services, CFB Borden  
June 25-27, 2002
- Conyers, Jr., The Honorable John**  
Ranking Member Democrat-Michigan, U.S. House  
Judiciary Committee  
February 7, 2002
- Corcoran, Mr. James**  
Former Deputy Director, Operations  
Canadian Security and Intelligence Service  
October 1, 2001
- Cormier, Captain Michael P.**  
Deputy Harbour Master  
Vancouver Port Authority  
November 18-22, 2001
- Côté, Master Corporal Claude**  
Bravo Squadron  
CFB Kingston  
May 7-9, 2002
- Côté, Mr. Yvan**  
Investigator, Organized Crime Task Force, Montreal  
Urban Community Police Department  
November 5-6, 2001
- Couture, Lieutenant-General Christian**  
Assistant Deputy Minister (Human Resources-Military)  
Department of National Defence  
December 10, 2001
- Creamer, Mr. Dennis**  
Vice-President, Finance and Administration  
Halifax Port Authority  
January 22-24, 2002
- Crosbie, Mr. William**  
Director General, North America Bureau  
Foreign Affairs Canada  
April 11, 2005
- Crouch, Dr. Jack Dyer**  
Assistant Secretary of Defence, International  
Security Policy  
Office of the U.S. Secretary of Defence  
February 6, 2002
- Cushman, Dr. Robert**  
Chief Medical Officer of Health, City of Ottawa  
February 3, 2003

## APPENDIX VI Who the Committee Heard From

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**D'Avignon, Mr. Michel**  
Director General, National Security, Policing and  
Security Branch, Solicitor General Canada  
July 19, 2001

**Daigle, MSC, CD, MGen. Pierre**  
Special Advisor to the Chief of Defence Staff  
Department of National Defence  
March 17, 2003 / February 23, 2004

**Daniels, Private Jason**  
CFB Kingston  
May 7-9, 2002

**Davies, Ms. Krysta M.**  
Intelligence Analyst Specialist  
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October 01, 2001

**DeCastro, Second Lieutenant. Rod**  
The Black Watch  
November 5-6, 2002

**Deemert, Mr. Rob**  
Cabin Security, International Association of Machinists and  
Aerospace Workers  
August 15, 2002

**Dempsey, Mr. Lawrence**  
National Secretary Treasurer  
Canadian Merchant Service Guild  
September 22, 2003, February 2, 2005

**De Riggi, Mr. Angelo**  
Intelligence Officer  
Organized Crime Task Force - RCMP  
November 5-6, 2001

**Desrosiers, Chief Warrant Officer Christian**  
5th Canadian Light Artillery Regiment  
September 24, 2003

**deVries, Nicolaas C.W.O. (Ret'd)**  
Military Bands  
January 31, 2005

**D'Cunha, Dr. Colin**  
Commissioner of Public Health, Chief Medical  
Officer of Health, Ministry of Health and Long-Term  
Care, Ontario  
October 30, 2003

**Dallaire, Gabriel**  
Gulf Squadron, CFB Kingston  
May 7-9, 2002

**Davidson, Rear-Admiral Glenn V.**  
Commander, Maritime Forces Atlantic  
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September 22, 2003

**Dawe, Mr. Dick**  
Manager, Personnel Support Programmes, Maritime  
Forces Pacific  
November 18-22, 2001

**DeCuir, Brigadier-General Mike**  
Deputy Regional Commander  
Canadian NORAD Region Headquarters  
November 18-22, 2001

**Deering, Richard**  
Chief of Police  
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February 3, 2005

**Dempster, Major-General Doug**  
Director General, Strategic Planning  
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April 11, 2005

**Deschamps, Col. André**  
Director, Continental Operations  
Department of National Defence  
May 6, 2002

**Devlin, Mr. W.A. (Bill)**  
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International Airport  
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November 18-22, 2001

**Dewar, Captain (N) (Ret'd) John**  
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**Dietrich, Chief Warrant Officer Dan**  
Chief Warrant Officer  
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**Ditchfield, Mr. Peter**  
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Organized Crime Agency of B.C.  
November 18-22, 2001

**Doherty, Lieutenant-Colonel Brian**  
Commanding Officer, 14 Service Battalion  
National Defence  
February 1, 2007

**Douglas, Lieutenant-Colonel Brian**  
Artillery School  
C.F.B. Gagetown  
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January 31, 2005

**Downton, Master Corporal Doug**  
426 Training Squadron  
8 Wing Trenton  
June 25-27, 2002

**Droz, Superintendent Pierre**  
Criminal Operations  
RCMP  
November 5-6, 2001

**Dufour, Major Rénaud**  
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CFB Valcartier  
September 24, 2003

**Duguay, Mr. Yves**  
Senior Director  
Corporate Security Risk Management  
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November 18-22, 2001

**Dumais, Lieutenant-General Marc J.**  
Commander, Canada Command  
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**Dickenson, Mr. Lawrence T.**  
Assistant Secretary to the Cabinet, Security and  
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October 29, 2001 / February 24, 2003

**Dion, Corporal Yves**  
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June 25-27, 2002

**Doge, Ms. Trish**  
Director, Risk and Emergency Management, City of  
Vancouver  
January 30, 2003 / January 29, 2007

**Dongworth, Steve**  
Deputy Chief of Emergency Management (Fire Department)  
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February 1, 2007

**Dowler, Chief Petty Officer First Class George**  
Maritime Forces Atlantic  
January 22-24, 2002

**Doyle, Lieutenant Colonel Bert**  
Commanding Officer, 402 Squadron  
17 Wing Winnipeg  
November 18-22, 2001

**Duchesneau, Mr. Jacques**  
President and Chief Executive Officer  
Canadian Air Transport Security Authority  
November 25, 2002 / October 30, 2006

**Dufresne, Corporal**  
Canadian Forces Postal Unit  
8 Wing Trenton  
June 25-27, 2002

**Dumais, Lieutenant-General Marc J.**  
Deputy Chief of the Defence Staff  
National Defence  
June 27, 2005

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Vice-President, Operations  
Canadian Air Transport Security Authority  
November 25, 2002 / October 30, 2006

## APPENDIX VI Who the Committee Heard From

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**Dunn**, Major General Michael  
Vice Director, Strategic Plans and Policy  
The Pentagon  
February 6, 2002

**Earnshaw**, Commander Paul F.  
Commanding Officer TRINITY, Joint Ocean  
Surveillance Information Centre  
National Defence  
September 22, 2003

**Egener**, Mark  
Managing Director, Emergency Management Alberta  
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January 30, 2007

**Elliott**, Mr. William  
Assistant Deputy Minister, Safety and Security Group  
Transport Canada  
November 27, 2002, December 2, 2002, May 5, 2003

**Ellis**, Captain Cameron  
CFB Petawawa  
June 25-27, 2002

**Ellis**, Ms. Karen  
Assistant Deputy Minister (Infrastructure and  
Environment), National Defence  
June 6, 2005

**Erkebaev, M.P.**, The Honourable Abdygany  
Speaker of the Legislative Assembly  
Kyrgyz Republic  
May 12, 2003

**Evraire**, Lieutenant-General (Ret'd) Richard J.  
Conference of Defence Associations  
April 19, 2004

**Fagan**, Mr. John  
Director of Intelligence and Contraband, Atlantic  
Region  
Canada Customs and Revenue Agency  
January 22-24, 2002

**Falconer**, Captain Vic  
Formation Drug Education Coordinator, Formation  
Health Services (Pacific)  
Maritime Forces Pacific  
November 18-22, 2001

**Durocher**, Captain Pascal  
Deputy Commanding Officer,  
2EW Squadron, CFB Kingston  
May 7-9, 2002

**Edmonds**, Captain (N) David  
Chief of Staff Personnel & Training, Naval Reserve  
Department of National Defence  
September 25, 2003

**Elcock**, Mr. Ward  
Director  
Canadian Security Intelligence Service  
August 14, 2002, February 17, 2003

**Elliott**, QC, William J.S.  
Associate Deputy Minister  
Public Safety and Emergency Preparedness Canada  
June 19, 2006

**Ellis**, Colonel Jim  
2nd in Command, Operation Peregrine  
National Defence  
March 1, 2005

**Enger**, Inspector T.G. (Tonia)  
Operations Officer  
RCMP  
November 18-22, 2001

**Evans**, Ms. Daniela  
Chief, Customs Border Services  
Canada Customs and Revenue Agency  
November 18-22, 2001

**Fadden**, Mr. Richard  
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Coordinator  
Privy Council Office  
October 29, 2001, January 29, 2002, August 14,  
2002

**Fagan**, Mr. Wayne  
Regional Vice-President  
Union of Canadian Transportation  
Employees (UCTE)  
February 2, 2005

**Falkenrath**, Mr. Richard  
Senior Director  
U.S. Office of Homeland Security  
February 7, 2002



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**Fantino**, Chief Julian  
Toronto Police Service  
May 6, 2002

**Farr**, Mr. Bruce  
Chief and General Manager, Toronto Emergency  
Medical Services  
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October 30, 2003

**Fergusson**, Mr. James  
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March 10, 2005

**Ferris**, Mr. John  
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March 8, 2005

**Fisher**, Second Lieutenant Greg  
The Black Watch  
November 5-6, 2002

**Flack**, Mr. Graham  
Director of Operations, Borders Task Force  
Privy Council Office  
March 17, 2003, February 23, 2004

**Fleshman**, Larry  
General Manager, Customer Service Toronto, Air  
Canada  
June 24, 2002

**Fonberg**, Mr. Robert  
Deputy Secretary to the cabinet, Operations  
Privy Council Office  
March 17, 2003

**Forcier**, Vice-Admiral J.C.J.Y.  
Commander, Canada Command  
National Defence  
May 8, 2006

**Fortin**, Jean-Pierre  
1st National Vice-President  
Customs Excise Union Douanes Accise (CEUDA)  
December 4, 2006

**Farmer**, Mr. Rick  
Area Manager, Ontario East Port of Entries  
Citizenship and Immigration Canada  
May 7-9, 2002

**Ferguson**, Mr. Brian  
Assistant Deputy Minister, Veterans Services  
Veterans Affairs Canada  
January 22-24, 2002

**Fernie**, Iain  
Regional Security Operations Manager  
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June 24, 2002

**Fields**, Fire Chief Dave  
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February 27, 2003

**Fisher**, Captain Kent  
J8  
CFB Kingston  
May 7-9, 2002

**Flagel**, Mr. Brian  
Director, Airport Operations  
Canada Customs and Revenue Agency  
November 18-22, 2001

**Flynn**, Commander Steven  
U.S. Coast Guard and Senior Fellow  
National Security Studies, Council on Foreign  
Relations  
February 4, 2002

**Forcier**, Rear-Admiral J.Y. Commander, MARPAC  
National Defence  
February 28, 2005

**Forgie**, Mr. John  
Enforcement Supervisor, Vancouver  
Citizenship and Immigration Canada  
November 18-22, 2001

**Fortin**, Lieutenant-Colonel Mario  
Acting Commanding Officer, 426 Squadron  
CFB Trenton  
June 25-27, 2002

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---

**Foster**, Lieutenant-Colonel Rob  
Acting Commanding Officer, 8 Air Maintenance Squadron  
CFB Trenton  
June 25-27, 2002

**Fox**, James  
Acting Assistant Deputy Minister, Bilateral Relations  
Foreign Affairs Canada  
May 29, 2006

**Francis**, Warrant Officer Charles  
Bravo Squadron  
CFB Kingston  
May 7-9, 2002

**Frappier**, Lieutenant-Colonel Jean  
Commander, 12th Canadian Armoured Regiment, 5th  
Canadian Mechanized Brigade, CFB Valcartier  
September 24, 2003

**Fraser**, Ms. Sheila  
Auditor General of Canada  
December 10, 2001, December 6, 2004

**Frerichs**, Private Travis  
CFB Kingston  
May 7-9, 2002

**Froeschner**, Major Chris  
Acting Commanding Officer, 429 Squadron  
CFB Trenton  
June 25-27, 2002

**Gagné**, Major M.K.  
Officer Commanding Administration  
Company, 2nd Battalion Princess  
National Defence  
March 10, 2005

**Gagnon**, Mr. Jean-Guy, Deputy Director,  
Investigations Department, Montreal Police Service,  
City of Montreal  
September 26, 2003

**Garnett**, Vice-Admiral (Ret'd) Gary L.  
National Vice-President for Maritime Affairs  
Navy League of Canada  
May 12, 2003

**Fox**, Mr. John  
Member  
Union of Canadian Transportation Employees (UCTE)  
February 2, 2005

**Fox**, James  
Assistant Deputy Minister, Bilateral Relations  
Foreign Affairs and International Trade Canada  
December 11, 2006

**Frappier**, Mr. Gerry  
Director General, Security and Emergency  
Preparedness and Chair of Interdepartmental Marine  
Security Working Group, Transport Canada  
April 7, 2003, June 2, 2003, February 25, 2004

**Fraser**, Rear-Admiral Jamie D.  
Commander  
Maritime Forces Pacific  
November 18-22, 2001

**Frederick**, Corporal  
8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Fries**, Mr. Rudy  
Emergency Management Coordinator, London-  
Middlesex Community  
City of London  
March 31, 2003

**Gadula**, Mr. Charles  
Director General, Fleet Directorate, Marine Services,  
Department of Fisheries and Oceans Canada  
April 7, 2003

**Gagnon**, Major Alain  
Commanding Officer, Canadian Forces Recruiting Centre,  
Montreal  
June 25-27, 2002

**Gardner**, Major Craig  
Mechanized Brigade Group  
CFB Petawawa  
June 25-27, 2002

**Garnon**, Lieutenant-Commander Daniel  
Comptroller, National Defence  
September 25, 2003

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**Gauthier**, Corporal  
2 Air Movement Squadron  
8 Wing Trenton  
June 25-27, 2002

**Gauvin**, Major Bart  
Directorate of Army Training 5  
CFB Kingston  
May 7-9, 2002

**Giasson**, Mr. Daniel  
Director of Operations, Security and Intelligence  
Privy Council Office  
January 8, 2002 / January 29, 2002

**Giffin-Boudreau**, Ms. Diane  
Acting Director General, Atlantic Region, Department  
of Citizenship and Immigration Canada  
September 22, 2003

**Gilbert**, Gary D.  
Senior Vice President – Americas  
Hutchison Port Holdings  
November 6, 2006

**Gilkes**, Lieutenant-Colonel B.R.  
Kings Own Calgary Regiment  
National Defence  
March 8, 2005 / February 1, 2007

**Gimblett**, Mr. Richard  
Research Fellow  
Centre for Foreign Policy Studies  
Dalhousie University  
February 21, 2005

**Girouard**, Rear-Admiral Roger, OMM, CD  
Commander, Maritime Forces Pacific (MARPAF)  
National Defence  
January 29, 2007

**Glencross**, Captain, Reverend Bruce  
Regimental Padre Minister  
The Black Watch  
November 5-6, 2002

**Goatbe**, Mr. Greg  
Director General, Program Strategy Directorate  
Canada Customs and Revenue Agency  
January 28, 2002

**Gauthier**, Lieutenant-General J.C.M.  
Commander, Canadian Expeditionary Forces Command  
National Defence  
May 8, 2006 / May 29, 2006

**Gauvin**, Commodore Jacques J.  
Acting Assistant Chief of the Maritime Staff  
Department of National Defence  
December 3, 2001

**Gibbons**, The Honorable Jim  
Member (Republican – Nevada)  
U.S. House Select Committee on Intelligence  
February 6, 2002

**Gilbert**, Chief Warrant Officer Daniel  
Department of National Defence  
December 3, 2001

**Gilbert**, Staff Superintendent Emory  
Operational Support Services, Toronto Police  
Services, City of Toronto  
October 30, 2003

**Gilmour**, Wendy  
Director, Peacekeeping and Operations Group, Stabilization  
and Reconstruction Task Force  
Foreign Affairs Canada  
May 29, 2006

**Girouard**, Commodore Roger  
Commander, CANFLTPAC  
National Defence  
February 28, 2005

**Giroux**, Master Corporal  
Canadian Parachute Centre  
8 Wing Trenton  
June 25-27, 2002

**Gludo**, Colonel J.D.  
Commander, 41 Canadian Brigade Group of Canada,  
National Defence  
**March 8, 2005**

**Goetz**, Captain J.J.  
Mechanized Brigade Group  
CFB Petawawa  
June 25-27, 2002

## APPENDIX VI Who the Committee Heard From

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**Goodall**, Superintendent Bob  
Bureau Commander, Field and Traffic Support Bureau  
Ontario Provincial Police  
October 30, 2003

**Gotell**, Chief Warrant Officer Peter  
Operations  
12 Wing Shearwater  
January 22-24, 2002

**Graham**, Master Corporal  
8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Granatstein**, Dr. Jack  
Chair, Council for Defence and Security in the 21st Century  
May 27, 2002, April 28, 2004

**Grant**, Captain Timothy J.  
Commander, 1 Canadian Mechanized  
Brigade Group  
National Defence  
March 7, 2005

**Green**, Major Bill  
Commanding Officer, Saskatchewan Dragoons (Moose Jaw)  
January 27, 2002

**Gregory**, Leading Seaman  
Wing Administration Human Resources Department  
8 Wing Trenton  
June 25-27, 2002

**Guevremont**, Benoît  
Gulf Squadron  
CFB Kingston  
May 7-9, 2002

**Gutteridge**, Mr. Barry  
Commissioner, Department of Works and Emergency  
Services  
City of Toronto  
October 30, 2003

**Haché**, Colonel Mike  
Director, Western Hemisphere Policy  
National Defence  
April 11, 2005

**Goss**, The Honorable Porter  
Chair (Republican - Florida)  
U.S. House Select Committee on Intelligence  
February 6, 2002

**Goupil**, Inspector Pierre  
Direction de la protection du territoire, Unité  
d'urgence, région ouest, Sûreté du Québec  
November 5-6, 2001

**Graham**, Erin  
Manager Safety, Capital District Health  
Halifax Regional Municipality  
September 23, 2003

**Grandy**, Mr. Brian  
Acting Regional Director, Atlantic Region  
Canada Customs and Revenue Agency  
January 22-24, 2002

**Gray, P.C.**, Right Honourable Herb  
Chair and Commissioner, Canadian Section,  
International Joint Commission  
March 29, 2004

**Grégoire**, Mr. Marc  
Assistant Deputy Minister, Safety and Security  
Group  
Transport Canada  
February 25, 2004 / October 2, 2006 /  
February 12, 2007

**Grue**, Superintendent Tom  
Edmonton Police Services  
City of Edmonton  
January 28, 2003

**Guindon**, Captain (N) Paul  
Submarine Division  
Maritime Forces Atlantic  
January 22-24, 2002

**Gupta**, Lieutenant-Colonel Ranjeet K.  
Canadian Forces School of Military Engineering, C.F.B.  
Gagetown  
National Defence  
**January 31, 2005**

**Haack**, Lieutenant Colonel Ken F.  
Commandant of Artillery School IFT  
CFB Gagetown  
January 22-24, 2002

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**Hall**, Major Steve  
Deputy Commandant, Canadian Forces School of  
Communications and Electronics  
CFB Kingston  
May 7-9, 2002

**Hammond**, Major Lee  
Artillery  
CFB Petawawa  
June 25-27, 2002

**Hapgood**, Warrant Officer John  
Canadian Parachute Centre  
8 Wing Trenton  
June 25-27, 2002

**Harrison**, Captain (N) R.P. (Richard)  
Assistant Chief of Staff, Operations, Maritime Forces  
Pacific  
November 18-22, 2001

**Harvey**, Lieutenant-Commander Max  
Commander  
H.M.C.S. Cabot  
February 2, 2005

**Hatton**, Commander Gary  
Commanding Officer, HMCS Montreal  
Maritime Forces Atlantic  
January 22-24, 2002

**Hazelton**, LCol Spike C.M.  
Commandant of Armour School C2 SIM, CFB  
Gagetown  
January 22-24, 2002

**Heath**, Captain (N) Jim  
Assistant Chief of Staff Operations (J3), Maritime  
Forces Pacific Headquarters  
National Defence  
January 29, 2007

**Heinbecker**, Paul  
Former Ambassador to the U.N.  
As an individual  
February 21, 2005

**Heisler**, Mr. Ron  
Canada Immigration Centre, Halifax  
Department of Citizenship and Immigration Canada  
September 22, 2003

**Hamel**, MWO Claude  
Regimental Sergeant-Major Designate  
The Black Watch  
November 5-6, 2002

**Hansen**, Superintendent Ken  
Director of Federal Enforcement  
RCMP  
April 7, 2003, June 9, 2003

**Harlick**, Mr. James  
Assistant Deputy Minister, Office of Critical  
Infrastructure Protection and Emergency  
Preparedness, National Defence  
July 19, 2001, October 20 & 27, 2003

**Hart**, Corporal  
Wing Administration Human Resources Department, 8 Wing  
Trenton  
June 25-27, 2002

**Haslett**, Lieutenant Adam  
Logistics Officer & Course Commander, The Black Watch  
November 5-6, 2002

**Haydon**, Mr. Peter T.  
Senior Research Fellow, Center for Foreign Policy  
Studies  
Dalhousie University  
April 28, 2003, February 1, 2005

**Hearn**, Brigadier-General T.M.  
Director General, Military Human Resources Policy  
and Planning  
Department of National Defence  
December 10, 2001

**Hébert**, Barbara  
Regional Director, Customs, Canada Customs and  
Revenue Agency  
June 24, 2002

**Heimann**, Dr. Alan  
Medical Officer of Health  
City of Windsor  
February 27, 2003

**Henault**, General Raymond R.  
Chief of the Defence Staff  
National Defence  
December 3, 2001

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**Hendel**, Commodore (Ret'd) Hans  
Consultant, Canadian Forces Staff College  
April 28, 2003

**Henneberry**, Lieutenant-Commander, HMCS Nanaimo  
Maritime Air Force Command Pacific  
November 18-22, 2001

**Henschel**, Superintendent Peter  
Federal Services Directorate  
RCMP  
June 9, 2003

**Hickey**, Mr. John  
MHA, Lake Melville  
House of Assembly of Newfoundland and Labrador  
February 3, 2005

**Hildebrand**, Sergeant F.D. (Fred)  
"H" Division, Criminal Operations Branch, RCMP  
September 22, 2003

**Hill**, Mr. Dave  
Chair, Capital Region Emergency Preparedness  
Partnership  
City of Edmonton  
January 28, 2003

**Hillmer**, Dr. Norman  
Professor of History and International Affairs.  
Carleton University  
November 1, 2004

**Hines**, Colonel Glynn  
Director, Air Information Management, Chief of the  
Air Staff  
National Defence  
July 18, 2001

**Hooper**, Jack  
Deputy Director (Operations)  
Canadian Security Intelligence Service  
May 29, 2006

**Hornbarger**, Mr. Chris  
Director  
U.S. Office of Homeland Security  
February 7, 2002

**Henderson**, Major Georgie  
Deputy A3  
CFB Trenton  
June 25-27, 2002

**Henry**, Dr. Bonnie  
Associate Medical Officer of Health  
City of Toronto  
October 30, 2003

**Herbert**, Mr. Ron  
Director General, National Operations Division  
Veterans Affairs Canada  
January 22-24, 2002

**Hickey**, Captain (N) Larry  
Assistant Chief of Staff Plans and Operations  
(Maritime Forces Atlantic)  
National Defence  
June 16, 2003

**Hildebrandt**, Captain Gerhard  
Canadian Parachute Centre  
8 Wing Trenton  
June 25-27, 2002

**Hillier**, General Rick  
Chief of the Defence Staff  
National Defence  
May 30, 2005 / June 21, 2006

**Hincke**, Colonel Joe  
Commanding Officer  
12 Wing Shearwater  
January 22-24, 2002

**Holman**, Major-General (Ret'd)  
Fraser Canadian Forces College Toronto  
June 27, 2005

**Horn**, Lieutenant-Colonel Bernd  
CFB Petawawa  
June 25-27, 2002

**Hounsell**, Master Corporal Scott  
Canadian Forces School of Electronical and Mechanical  
Engineering, CFB Borden  
June 25-27, 2002

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**Howard**, Brigadier-General A.J.  
Director General Operations, Strategic Joint Staff  
National Defence  
October 16, 2006 / November 20, 2006

**Huebert**, Dr. Rob  
Professor, Dept. of Political Science  
University of Calgary  
March 8, 2005

**Hunter**, The Honorable Duncan  
Ranking Member, Subcommittee on Military  
Procurement (Republican – California)  
U.S. House Armed Services Committee  
February 6, 2002

**Hynes**, Major A.G.  
Air Reserve Coordinator (East)  
1 Canadian Air Division Headquarters  
February 1, 2005

**Idzenga**, Major Ray  
Commanding Officer, Gulf Squadron  
CFB Kingston  
May 7-9, 2002

**Inkster**, Mr. Norman  
President, KPMG Investigation and Security Inc.  
Former Commissioner, RCMP  
October 1, 2001

**Irwin**, Brigadier-General S.M.  
Chief Executive Officer of the Canadian  
Forces Housing Agency  
National Defence  
June 6, 2005

**Jackson**, Major David  
J3  
CFB Kingston  
May 7-9, 2002

**Janelle**, Private Pascal  
CFB Kingston  
May 7-9, 2002

**Jean**, Mr. Daniel  
Assistant Deputy Minister, Policy and Program  
Development, Department of Citizenship and  
Immigration Canada  
March 17, 2003

**Howe**, Corporal Kerry  
CFB Borden Technical Services  
CFB Borden  
June 25-27, 2002

**Hunt**, Mr. Baxter  
Embassy of the United States of America to Canada  
August 15, 2002

**Hupe**, Master Corporal Bryan  
426 Training Squadron  
8 Wing Trenton  
June 25-27, 2002

**Iatonna**, Mr. Mario  
Municipal Engineer  
City of Windsor  
December 1, 2004

**Inglis**, Brian  
General Manager/Task Force Leader  
Vancouver Fire & Rescue Services  
January 29, 2007

**Innis**, Captain Quentin  
Instructor, Canadian Parachute Centre  
8 Wing Trenton  
June 25-27, 2002

**Issacs**, Sergeant Tony  
Search and Rescue Technician  
Maritime Forces Atlantic  
January 22-24, 2002

**Jackson**, Ms. Gaynor  
Manager, Military Family Support Centre, Maritime  
Forces Pacific  
November 18-22, 2001

**Jarvis**, Vice-Admiral Greg  
Assistant Deputy Minister (Human Resources Military)  
February 21, 2005

**Jeffery**, Lieutenant General M.K.  
Chief of the Land Staff  
Department of National Defence  
December 3, 2001 / August 14, 2002

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**Jeffery**, Lieutenant General (ret'd) Mike  
June 27, 2005

**Jestin**, Colonel Ryan  
Commander, C.F.B. Gagetown  
3 Area Support Group  
National Defence  
January 31, 2005

**Johns**, Fred  
General Manager, Logistics and Processing Strategies  
Canada Post  
August 15, 2002

**Johnson**, Captain Wayne  
J7, CFB Kingston  
May 7-9, 2002

**Johnston**, Chief Cal  
Chief of Police  
City of Regina  
January 27, 2003

**Jolicoeur**, Mr. Alain  
President, Department of Public Safety and Emergency  
Preparedness Canada  
Canada Border Services Agency  
February 23, 2004, April 11, 2005

**Joncas**, Chief Petty Officer First Class Serge  
Maritime Command Chief Petty Officer  
National Defence  
December 3, 2001

**Jurkowski**, Brigadier-General (ret'd) David  
Former Chief of Staff, Joint Operations  
Department of National Defence  
October 1, 2001

**Kasurak**, Mr. Peter  
Principal  
Office of the Auditor General of Canada  
December 10, 2001, December 6, 2004

**Keane**, Mr. John  
Deputy Assistant Secretary, Bureau of Western  
Hemisphere Affairs  
U.S. Department of State  
February 6, 2002

**Jenkins**, Wilma  
Director, Immigration Services  
Citizenship and Immigration Canada  
June 24, 2002

**Job**, Mr. Brian  
Chair, Institute of International Relations  
University of British Columbia  
March 1, 2005

**Johnson**, Captain Don  
President  
Air Canada Pilots Association  
November 4, 2002

**Johnston**, Rear-Admiral (Ret'd) Bruce  
As an individual  
April 28, 2003

**Johnston**, Mr. Kimber  
Director General, Strategic Policy  
Public Safety and Emergency  
Preparedness Canada  
February 15, 2005

**Jolicoeur**, Alain  
President  
Canada Border Services Agency  
June 19, 2006

**Judd**, Jim  
Director  
Canadian Security Intelligence Service  
June 19, 2006

**Kalincak**, Captain Karl  
Adjutant, 33 Field Engineer Squadron  
National Defence  
February 1, 2007

**Kavanagh**, Paul  
Regional Director, Security and Emergency Planning  
Transport Canada  
June 24, 2002

**Keating**, Dr. Tom  
Professor, Department of Political Science  
University of Alberta  
March 7, 2005



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**Kee, Mr. Graham**  
Chief Security Officer  
Vancouver Port Authority  
November 18-22, 2001

**Kelly, Chief Warrant Officer Michael**  
The Black Watch  
November 5-6, 2002

**Kennedy, Mr. Paul E**  
Senior Assistant Deputy Solicitor General, Policy  
Branch, Public Safety and Emergency Preparedness  
Canada  
February 15, 2005

**Kerr, Captain Andrew CD**  
The Black Watch  
November 5-6, 2002

**Khokhar, Mr. Jamal**  
Minister-Counsellor (Congressional Affairs)  
Canadian Embassy (Washington)  
February 4, 2002

**King, Lieutenant-Colonel Colin**  
Commanding Officer, Royal Regina Rifles (Regina)  
January 27, 2003

**King, Vice-Admiral (Ret'd) Jim**  
Vice-President, Atlantic  
CFN Consultants  
May 5, 2005

**Kloster, Mr. Deryl**  
Emergency Response Department  
City of Edmonton  
January 28, 2003

**Koch, Major Pat**  
J5, CFB Kingston  
May 7-9, 2002

**Knapp, Corporal Raymond**  
CFB Borden Technical Services  
June 25-27, 2002

**Kelly, Mr. James C.**  
As an individual  
May 26, 2003

**Kelly, Lieutenant Colonel W.J.**  
Force Planning and Program Coordination, Vice  
Chief of the Defence Staff, National Defence  
July 18, 2001

**Kennedy, Mr. Paul**  
Senior Assistant Deputy Solicitor General, Solicitor  
General of Canada  
January 28, 2002, February 24, 2003

**Keyes, Mr. Bob**  
Senior Vice-President, International  
Canadian Chamber of Commerce  
December 1, 2004

**Kiloh, Inspector D.W. (Doug)**  
Major Case Manager, RCMP  
November 18-22, 2001

**King, Vice-Admiral (Ret'd) James**  
As an individual  
May 12, 2003

**Kinney, Lauren**  
Director General, Marine Security  
Transport Canada  
February 12, 2007

**Kobolak, Mr. Tom**  
Senior Program Officer, Contraband and Intelligence  
Canada Customs and Revenue Agency  
April 7, 2003

**Koop, Mr. Rudy**  
Research Adviser, Canadian Section  
International Joint Commission  
March 29, 2004

**Kneale, Mr. John**  
Executive Coordinator, Task Force on  
Enhanced Representation in the U.S  
Foreign Affairs Canada  
April 11, 2005

## APPENDIX VI Who the Committee Heard From

---

**Krause**, Lieutenant Colonel Wayne  
423 Maritime Helicopter Squadron  
12 Wing Shearwater  
January 22-24, 2002

**Kubeck**, Commander Kimberley  
Naval Control of Shipping Intelligence, Department of  
National Defence  
September 25, 2003

**Kurzynski**, Major Perry  
Search and Rescue Operations Centre  
Maritime Forces Atlantic  
January 22-24, 2002

**Lachance**, Mr. Sylvain  
A/Director General, Fleet  
Canadian Coast Guard  
February 17, 2003

**Lacroix**, Colonel Jocelyn P.P.J.  
Commander, 5th Canadian Mechanized Brigade Group, CFB  
Valcartier  
September 24, 2003

**Laflamme**, Mr. Art  
Senior Representative  
Air Line Pilots Association, International  
August 14, 2002

**Lafrenière**, Major Luc  
Commander, Headquarters and Signal Squadron  
CFB Valcartier  
September 24, 2003

**Lait**, Commander K.B.  
Commander, Directorate of Quality of Life,  
DQOL 3 - Accommodation Policy Team Leader, National  
Defence  
June 6, 2005

**Lamb**, John  
Deputy Chief, Fire Rescue  
City of Edmonton  
January 30, 2007

**Landry**, LCol (Ret'd) Rémi  
International Security Study and Research Group  
University of Montreal  
June 2, 2005

**Krueger**, Master Corporal  
8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Kummel**, Colonel Steff J.  
Wing Commander, 17 Wing Winnipeg  
National Defence  
March 10, 2005

**Kwasnicki**, Corporal Anita  
CFB Kingston  
May 7-9, 2002

**Lacroix**, Chief Warrant Officer Greg  
Army Regimental Sergeant Major  
National Defence  
February 26, 2007

**Lacroix**, Colonel Roch  
Chief of Staff, Land Force Atlantic Area  
National Defence  
May 6, 2005

**LaFrance**, Mr. Albert  
Director, Northern New Brunswick District  
Canada Customs and Revenue Agency  
January 22-24, 2002

**Laing**, Captain (Navy) Kevin  
Director, Maritime Strategy, Chief of Maritime Staff,  
National Defence  
July 18, 2001

**Lalonde**, Major John  
Air Reserve Coordinator (Western Area)  
National Defence  
March 8, 2005

**Landry**, Chief Warrant Officer André  
1st Battalion, 22nd Royal Regiment  
CFB Valcartier  
September 24, 2003

**Landry**, Inspector Sam  
Officer in Charge, Toronto Airport Detachment  
RCMP  
June 24, 2002

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**Langelier**, Mr. André  
Director, Emergency and Protective Services, City of  
Gatineau  
February 3, 2003

**Laroche**, Colonel J.R.M.G.  
National Defence  
May 2, 2005

**Last**, Colonel David  
Registrar  
Royal Military College of Canada  
November 29, 2004

**LeBoldus**, Mr. Mick  
Chief Representative at the NATO Flight Training  
Centre  
Bombardier Aerospace  
March 9, 2005

**Lefebvre**, Denis  
Assistant Commissioner, Customs Branch  
Canada Customs and Revenue Agency  
May 6, 2004, February 10, 2003

**Legault**, Mr. Albert  
Université du Québec à Montréal (UQAM)  
February 21, 2005

**Lenton**, Assistant Commissioner W.A. (Bill)  
RCMP  
January 28, 2002, June 9, 2003

**LePine**, Mr. Peter  
Inspector, Halifax Detachment  
RCMP  
September 23, 2003

**Leslie**, Lieutenant-General Andrew  
Chief of the Land Staff  
National Defence  
February 26, 2007

**Lessard**, Brigadier-General J.G.M.  
Commander, Land Forces Central Area  
December 2, 2004

**Laprade**, CWO Daniel  
Headquarters and Signal Squadron  
CFB Valcartier  
September 24, 2003

**Larrabee**, Mr. Bryan  
Emergency Social Services Coordinator, Board of  
Parks and Recreation, City of Vancouver  
January 30, 2003

**Leblanc**, Ms. Annie  
Acting Director, Technology and Lawful Access  
Division, Solicitor General of Canada  
July 19, 2001

**Lefebvre**, Mr. Denis  
Executive Vice-President  
Canada Border Services Agency  
February 7, 2005

**Lefebvre**, Mr. Paul  
President, Local Lodge 2323  
International Association of Machinists and Aerospace  
Workers  
August 15, 2002

**Leighton**, Lieutenant-Commander John  
J1  
CFB Kingston  
May 7-9, 2002

**Leonard**, Lieutenant-Colonel S.P.  
Royal Newfoundland Regiment  
(1<sup>st</sup> Battalion)  
February 2, 2005

**Lerhe**, Commodore E.J. (Eric)  
Commander, Canadian Fleet Pacific  
Maritime Forces Pacific  
November 18-22, 2001

**Leslie**, Major-General Andrew  
National Defence  
November 29, 2004

**Lester**, Mr. Michael  
Executive Director, Emergency Measures  
Organization  
Nova Scotia Public Safety Anti-Terrorism Senior  
Officials Committee  
September 23, 2003

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---

**Levy, Mr. Bruce**  
Director, U.S. Transboundary Division  
Department of Foreign Affairs and International Trade  
January 28, 2002

**Lilienthal, Lieutenant-Colonel Mark**  
Senior Staff Officer  
Canadian Forces Support Training Group  
CFB Borden  
June 25-27, 2002

**Loeppky, Deputy Commissioner Garry**  
Operations  
RCMP  
October 22, 2001 / December 2, 2002

**Loschiuk, Ms Wendy**  
Principal  
Office of the Auditor General of Canada  
December 6, 2004

**Lucas, Lieutenant-General Steve**  
Chief of the Air Staff  
National Defence  
February 26, 2007

**Luciak, Mr. Ken**  
Director, Emergency Medical Services City of Regina  
January 27, 2003

**Lupien, Chief Petty Officer First Class R.M.**  
Canadian Forces Chief Warrant Officer  
Department of National Defence  
December 3, 2001

**Macaleese, Lieutenant-Colonel Jim**  
Commander  
9 Wing (Gander)  
February 2, 2005

**Macdonald, Lieutenant-General (Ret'd) George**  
CFN Consultants Ottawa  
June 27, 2005

**MacKay, The Honourable Peter**  
Minister of Foreign Affairs  
May 29, 2006

**Lichtenwald, Chief Jack**  
Regina Fire Department  
City of Regina  
January 27, 2003

**Lloyd, Captain (N) Ron**  
Director General, Maritime Force Development  
National Defence  
February 26, 2007

**Logan, Major Mike**  
Deputy Administration Officer, Canadian Forces Support  
Training Group  
CFB Borden  
June 25-27, 2002

**Lucas, Brigadier-General Dwayne**  
Director General – Aerospace Equipment Program  
Management  
National Defence  
June 27, 2005

**Lucas, Major General Steve**  
Commander One Canadian Air Division, Canadian  
NORAD Region Headquarters  
November 18-22, 2001

**Luloff, Ms. Janet**  
A/Director, Regulatory Affairs, Safety and Security  
Group, Transport Canada  
November 27, 2002, December 2, 2002

**Lyrette, Private Steve**  
CFB Kingston  
May 7-9, 2002

**Macdonald, Lieutenant-General George**  
Vice Chief of the Defence Staff  
Department of National Defence  
January 28, 2002, May 6, 2002, August 14, 2002,  
February 23, 2004

**Mack, Rear Admiral Ian**  
Defence Attaché  
Canadian Embassy (Washington)  
February 4, 2002

**MacKay, Major Tom**  
The Black Watch  
November 5-6, 2002

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**MacKenzie**, Major-General (Ret'd) Lewis  
As an individual  
May 3, 2004, December 6, 2004

**MacLaughlan**, Superintendent C.D. (Craig), Officer in Charge, Support Services "H" Division, RCMP  
September 22, 2003

**MacLean**, Vice-Admiral Bruce  
Chief of Maritime Staff  
National Defence  
February 14, 2005

**Macnamara**, Mr. W. Donald  
Senior Fellow  
Queen's University  
November 29, 2004

**MacQuarrie**, Captain Don  
J6  
CFB Kingston  
May 7-9, 2002

**Magee**, Mr. Andee  
Dog Master  
Canada Customs and Revenue Agency  
May 7-9, 2002

**Maillet**, Acting School Chief Warrant Officer Joseph  
Canadian Forces School of Communications and Electronics,  
CFB Kingston  
May 7-9, 2002

**Maisonneuve**, Major-General J.O. Michel  
Assistant Deputy Chief of Defence Staff  
October 22, 2001

**Malec**, Mr. George  
Assistant Harbour master  
Halifax Port Authority  
January 22-24, 2002

**Mandel**, His Worship Mayor Stephen  
City of Edmonton  
January 30, 2007

**Manning**, Corporal Rob  
CFB Borden Technical Services  
CFB Borden  
June 25-27, 2002

**MacIsaac**, Captain (N) Roger  
Base Commander, CFB Halifax  
National Defence  
May 6, 2005

**MacLaughlan**, Mr. Craig  
Executive Director, Emergency Measures Organization  
Province of Nova Scotia  
May 6, 2005

**MacLeod**, Colonel Barry W.  
Commander 3 Area Support Group  
CFB Gagetown  
January 22-24, 2002

**Macnamara**, Brigadier-General (ret'd) W. Don,  
President, Conference of Defence Associations Institute  
May 3, 2004

**Maddison**, Vice Admiral Greg  
Deputy Chief of the Defence Staff  
National Defence  
May 5, 2002, February 14, 2005

**Maher**, Lieutenant Earl  
4 ESR  
CFB Gagetown  
January 21-24, 2002

**Maines**, Warren  
Director, Customer Service  
Air Canada  
June 4, 2002

**Malboeuf**, Corporal Barry  
CFB Kingston  
May 7-9, 2002

**Mallory**, Mr. Dan  
Chief of Operations for Port of Lansdowne  
Canada Customs and Revenue Agency  
May 7-9, 2002

**Mandel**, Mr. Stephen  
Deputy Mayor and Councillor  
City of Edmonton  
January 28, 2003

**Manson**, General (Ret'd) Paul D.  
Conference of Defence Associations (Ottawa)  
June 27, 2005

## APPENDIX VI Who the Committee Heard From

---

**Manuel, Mr. Barry**  
Coordinator, Emergency Measures Organization, City of  
Halifax  
May 6, 2005 / September 23, 2003

**Marsh, Howie**  
Conference of Defence Associations (Ottawa)  
June 27, 2005

**Martin, Mr. Ronald**  
Emergency Planning Coordinator  
City of Vancouver  
January 30, 2003, March 1, 2005

**Mason, Mr. Dwight**  
Joint Chief of Staff, U.S. Chair, Permanent Joint Board  
on Defence  
The Pentagon  
February 6, 2002

**Massicotte, Ms Olga**  
Regional Director General/Atlantic  
Veterans Affairs Canada  
January 22-24, 2002

**Matte, Colonel Perry**  
14 Wing Commander  
National Defence  
May 5, 2005

**Mattiussi, Mr. Ron**  
Director of Planning and Corporate Services  
City of Kelowna  
March 1, 2005

**McAdam, Lieutenant-Colonel Pat**  
Tactics School, C.F.B. Gaagetown  
National Defence  
January 31, 2005

**McCuaig, Mr. Bruce**  
Assistant Deputy Minister  
Policy, Planning and Standards Division  
Ontario Ministry of Transportation  
December 1, 2004

**McGarr, Kevin**  
Canadian Air Transport Security Authority  
Vice-President and Chief Technology Officer  
October 30, 2006

**Marcewicz, Lieutenant-Colonel**  
Base Commander, CFB Edmonton  
National Defence  
March 7, 2005

**Martin, Ms Barbara**  
Director, Defence and Security Relations  
Division, Foreign Affairs Canada  
April 11, 2005

**Mason, Lieutenant-Colonel Dave**  
Commanding Officer, 12 Air Maintenance Squadron, 12  
Wing Shearwater  
January 22-24, 2002

**Mason, Ms. Nancy**  
Director, Office of Canadian Affairs, Bureau of  
Western Hemisphere Affairs  
U.S. Department of State  
February 06, 2002

**Matheson, Corporal**  
2 Air Movement Squadron  
8 Wing Trenton  
June 25-27, 2002

**Mattie, Chief Warrant Officer Fred**  
12 Air Maintenance Squadron  
12 Wing Shearwater  
January 22-24, 2002

**Maude, Master Corporal Kelly**  
436 Transport Squadron  
8 Wing Trenton  
June 25-27, 2002

**McCoy, Chief Warrant Officer Daniel**  
Support Unit, 430th Helicopters Squadron  
CFB Valcartier  
September 24, 2003

**McDonald, Corporal Marcus**  
Canadian Forces Medical Services School  
CFB Borden  
June 25-27, 2002

**McIlhenny, Mr. Bill**  
Director for Canada and Mexico  
U.S. National Security Council  
February 7, 2002

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**McInenly**, Mr. Peter  
Vice-President, Business Alignment  
Canada Post  
August 15, 2002

**McKerrell**, Mr. Neil  
Chief, Emergency Management Ont.  
Ontario Ministry of Community Safety and  
Correctional Services  
October 30, 2003

**McKinnon**, Lieutenant-Colonel DB  
P.E.I. Regiment  
February 1, 2005

**McLean**, Corporal  
Wing Operations  
8 Wing Trenton  
June 25-27, 2002

**McLellan**, Mr. George  
Chief Administrative Officer  
Halifax Regional Municipality  
September 23, 2003

**McManus**, Lieutenant-Colonel J.J. (John),  
Commanding Officer, 443 (MH) Squadron,  
Maritime Air Force Command Pacific  
November 18-22, 2001

**McNeil**, Commodore Daniel  
Vice Chief of the Defence Staff Department of  
National Defence  
July 18, 2001

**McRae**, Robert  
Director General, International Security Bureau  
Foreign Affairs and International Trade Canada  
December 11, 2006

**Mean**, Master Corporal Jorge  
Canadian Forces School of Aerospace Technology and  
Engineering  
June 25-27, 2002

**Melançon**, Lieutenant-Colonel René  
Infantry School  
C.F.B. Gagetown  
National Defence  
January 31, 2005

**McKeage**, Mr. Michael  
Director of Operations, Emergency Medical Care  
Halifax Regional Municipality  
September 23, 2003

**McKinnon**, Chief David P.  
Chief of Police  
Halifax Regional Police Force  
January 22-24, 2002

**McLaughlin**, Michael J.  
Canadian Air Transport Security Authority  
Vice-President and Chief Financial Officer  
October 30, 2006

**McLellan**, The Honourable Anne, P.C. M.P.  
Deputy Prime Minister and Minister of Public  
Safety and Emergency Preparedness  
February 15, 2005 & April 11, 2005

**McLeod**, Mr. Dave  
Lead Station Attendant  
International Association of Machinists and Aerospace  
Workers  
August 15, 2002

**McNeil**, Rear-Admiral Dan  
Commander, Maritime Forces Atlantic  
National Defence  
May 6, 2005

**McNeil**, Commodore Daniel  
Director, Force Planning and Program Coordination,  
Vice Chief of the Defence Staff  
Department of National Defence  
July 18, 2001

**McRoberts**, Mr. Hugh  
Assistant Auditor General  
Office of the Auditor General of Canada  
December 6, 2004

**Meisner**, Mr. Tim  
Director, Policy and Legislation, Marine Programs  
Directorate  
Canadian Coast Guard  
February 17, 2003, April 7, 2003

**Melis**, Ms. Caroline  
Director, Program Development,  
Department of Citizenship and Immigration Canada  
March 17, 2003

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**Mercer**, Mr. Wayne  
Acting First Vice-President, Nova Scotia District Branch,  
(CEUDA)  
January 22-24, 2002

**Michaud**, Mr. Jean-Yves, Deputy Director,  
Administrative Support Directorate, City of Montreal  
September 26, 2003

**Miller**, Lieutenant-Colonel  
Commander,  
10<sup>th</sup> Field Artillery Regiment, RCA  
National Defence  
March 9, 2005

**Milner**, Dr. Marc  
Director, Military and Strategic Studies Program  
University of New Brunswick  
January 31, 2005

**Mitchell**, Mr. Barry  
Director, Nova Scotia District  
Canada Customs and Revenue Agency  
January 22-24, 2002

**Mogan**, Mr. Darragh  
Director General, Program and Service Policy  
Division, Veterans Services  
Veterans Affairs Canada  
January 22-24, 2002

**Morency**, André  
Regional Director General, Ontario Region, Transport  
Canada  
June 24, 2002

**Morton**, Dr. Desmond  
Professor  
University of McGill  
November 15, 2004

**Mulder**, Mr. Nick  
President, Mulder Management Associates  
June 9, 2003

**Munger**, Chief Warrant Officer JER  
Office of Land Force Command  
Department of National Defence  
December 03, 2001

**Merpaw**, Ms. Diane  
Acting Deputy Director, Policy Development and  
Coordination  
Citizenship and Immigration Canada  
April 7, 2003

**Middlemiss**, Professor Danford W.  
Department of Political Science  
Dalhousie University  
May 12, 2003, May 5, 2005

**Miller**, Mr. Frank  
Senior Director, President's Adviser on Military  
Matters  
U.S. National Security Council  
February 7, 2002

**Minto**, Mr. Shahid  
Assistant Auditor General  
Office of the Auditor General of Canada  
December 10, 2001

**Mitchell**, Brigadier General Greg  
Commander  
Land Forces Atlantic Area  
January 22-24, 2002

**Moran**, Ron  
National President  
Customs Excise Union Douanes Accise (CEUDA)  
December 4, 2006

**Morris**, Ms. Linda  
Director, Public Affairs  
Vancouver Port Authority  
November 18-22, 2001

**Moutillet**, Lieutenant-Commander Mireille  
Senior Staff Officer Policy  
National Defence  
September 25, 2003

**Mundy**, Lieutenant-Commander Phil  
Executive Officer  
H.M.C.S. Queen Charlotte  
February 1, 2005

**Munroe**, Ms. Cathy  
Regional Director of Customs for Northern Ontario  
Canada Customs and Revenue Agency  
May 7-9, 2002



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**Murphy**, Captain (N) R.D. (Dan)  
Deputy Commander, Canadian Fleet Pacific  
Maritime Forces Pacific  
November 18-22, 2001

**Murray**, Major James  
Commandant, Canadian Forces Fire Academy  
CFB Borden  
June 25-27, 2002

**Mushanski**, Lieutenant Commander Linda  
Commanding Officer  
HMCS *Queen* (Regina)  
January 27, 2003

**Nelligan**, Mr. John Patrick  
Senior Partner, Law Firm of Nelligan O'Brien Payne  
LLP, Ottawa  
December 2, 2002

**Neville**, Lieutenant-Colonel Shirley  
Wing Administration Officer, Acting Wing  
Commander, 17 Wing  
17 Wing Winnipeg  
November 18-22, 2001

**Newton**, Captain John F.  
Senior Staff Officer, Operations  
Maritime Forces Atlantic  
January 22-24, 2002

**Nikolic**, Mr. Darko  
District Director, St. Lawrence District  
Canada Customs and Revenue Agency  
May 7-9, 2002

**Nordick**, Brigadier-General Glenn  
Deputy Commander, Land Force Doctrine and Training  
Systems, CFB Kingston  
May 7-9, 2002

**Normoyle**, Ms. Debra  
Director General, Enforcement Branch  
Department of Citizenship and Immigration Canada  
April 7, 2003

**Nossal**, Dr. Kim Richard  
Professor and Head, Political Studies  
Department  
Queen's University  
November 29, 2004

**Murray**, Ms. Anne C.  
Vice President, Community and Environmental  
Affairs, Vancouver International Airport Authority  
November 18-22, 2001

**Murray**, Admiral (Ret'd) Larry  
Deputy Minister  
Veterans Affairs Canada  
January 22-24, 2002

**Narayan**, Mr. Francis  
Detector Dog Service  
Canada Customs and Revenue Agency  
November 18-22, 2001

**Neumann**, Ms. Susanne M.  
Compliance Verification Officer  
Customs – Compliance Mgt. Division  
Canada Customs and Revenue Agency  
November 18-22, 2001

**Newberry**, Mr. Robert J.  
Principal Director, Territorial Security  
The Pentagon  
February 06, 2002

**Niedtner**, Inspector Al  
Vancouver Police, Emergency Operations and  
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City of Vancouver  
January 30, 2003

**Noël**, Chief Warrant Officer Donald  
5th Field Ambulance  
CFB Valcartier  
September 24, 2003

**Norman**, Mr. Mark  
President of Daimler-Chrysler and Chair of the Infrastructure  
Committee  
Canadian Automotive Partnership Council  
December 1, 2004

**Normoyle**, Ms. Debra  
Head, Immigration Enforcement  
Canada Border Services Agency  
February 23, 2004

**Nymark**, Ms. Christine  
Associate Assistant Deputy Minister  
Transport Canada  
January 28, 2002

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---

**O'Bright, Mr. Gary**  
Director General, Operations  
Office of Critical Infrastructure Protection and  
Emergency Preparedness  
July 19, 2001, October 20, 2003

**O'Hanlon, Mr. Michael**  
Senior Fellow, Foreign Policy Studies  
The Brookings Institution  
February 5, 2002

**Olchowiecki, Private Chrissian**  
CFB Kingston  
May 7-9, 2002

**Orr, Major Ken**  
Senior Staff Officer, Attraction Canadian Forces Recruiting  
Group  
CFB Borden  
June 25-27, 2002

**Ouellet, Chief Warrant Officer J.S.M.**  
5th Canadian Mechanized Brigade Group  
CFB Valcartier  
September 24, 2003

**Ouellette, Lieutenant-Colonel Bernard**  
Commander, 2nd Battalion, 22nd Royal Regiment,  
CFB Valcartier  
September 24, 2003

**Parks, Lieutenant-Commander Mike**  
Directorate of Army Training 5-4  
CFB Kingston  
May 7-9, 2002

**Pasel, Mr. William**  
Emergency Measures Coordinator, Hamilton  
Emergency Services Department, City of Hamilton  
March 31, 2003

**Paulson, Captain (N) Gary**  
Commanding Officer of HMCS Algonquin  
Maritime Forces Pacific  
November 18-22, 2001

**O'Donnell, Mr. Patrick**  
President  
Canadian Defence Industries Association  
November 22, 2004

**O'Shea, Mr. Kevin**  
Director, U.S. General Relations Division,  
Department of Foreign Affairs and International  
Trade  
January 28, 2002

**Oliver, Superintendent Joe**  
Royal Canadian Mounted Police  
Director, Customs & Excise  
October 2, 2006

**Ortiz, The Honorable Solomon P.**  
Ranking Member, Subcommittee on Military  
Readiness (Democrat – Texas)  
U.S. House Armed Services Committee  
February 06, 2002

**Ouellet, Major Michel**  
Acting Commanding Officer, 5th Canadian Service  
Battalion  
CFB Valcartier  
September 24, 2003

**Parker, Major Geoff**  
Infantry  
CFB Petawawa  
June 25-27, 2002

**Parriag, Ms Amanda**  
Centre for Research and Information on  
Canada  
December 6, 2004

**Pataracchia, Lieutenant (N) John**  
Representing Commanding Officer, Canadian Forces  
Recruiting Centre, Halifax  
CFB Borden  
June 25-27, 2002

**Payne, Captain (N) Richard**  
Commanding Officer, Fleet Maintenance Facility  
Cape Scott  
Maritime Forces Atlantic  
January 22-24, 2002

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**Pearson**, Lieutenant Colonel Michael  
Commandant of Infantry School SAT  
CFB Gagetown  
January 22-24, 2002

**Pelletier**, France  
Legislative and Regulatory Affairs, Airline Division  
Canadian Union of Public Employees  
November 25, 2002

**Pennie**, Lieutenant-General Ken  
Chief of Air Staff  
National Defence  
February 7, 2005

**Pentland**, Mr. Charles  
Political Studies, Centre for International  
Relations, Queen's University  
November 29, 2004

**Peters**, Colonel William  
Director, Land Strategic Planning, Chief of the Land  
Staff  
National Defence  
July 18, 2001

**Pettigrew**, Master Corporal Robert  
Canadian Forces School of Administration and Logistics, CFB  
Borden  
June 25-27, 2002

**Pichette**, Mr. Pierre Paul, Deputy Director,  
Operational Management Department, Montreal Police  
Service, City of Montreal  
September 26, 2003

**Pigeon**, Mr. Jacques  
Senior General Counsel and Head, Department of  
Justice, Legal Services  
Transport Canada  
December 2, 2002

**Pile**, Commodore Ty  
Commander, Canadian Fleet Atlantic  
National Defence  
May 6, 2005

**Pilgrim**, Superintendent J. Wayne  
Officer in Charge, National Security Investigations  
Branch, Criminal Intelligence Directorate, RCMP  
July 19, 2001

**Pellerin**, Colonel (Ret'd) Alain  
Executive Director  
Conference of Defence Associations  
October 15, 2001, April 19, 2004 / June 27, 2005

**Penner**, Lieutenant-Colonel Doug  
Commanding Officer, North Saskatchewan  
Regiment (Saskatoon)  
January 27, 2003

**Pennie**, Lieutenant-General (Ret'd) Ken  
June 27, 2005

**Pentney**, Mr. Bill  
Assistant Deputy Attorney General  
Department of Justice Canada  
February 15, 2005

**Petras**, Major-General H.M.  
Chief, Reserves and Cadets  
National Defence  
June 6, 2005

**Pharand**, M. Pierre  
Director, Airport Security  
Montréal Airports  
November 5-6, 2001

**Pichette**, Mr. Pierre-Paul  
Assistant Director, Montreal Urban Community  
Police Department  
November 5-6, 2001

**Pigeon**, Mr. Jean François  
Acting Director, Security  
Montréal Airports  
November 5-6, 2001

**Pile**, Captain (N) T.H.W. (Tyron)  
Commander, Maritime Operations Group Four,  
Maritime Forces Pacific  
November 18-22, 2001

**Pinsent**, Major John  
Canadian Parachute Centre, 8 Wing Trenton  
June 25-27, 2002

## APPENDIX VI Who the Committee Heard From

---

**Pilon, Mr. Marc**  
Senior Policy Analyst, Security Policy Division, National  
Security Directorate  
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February 24, 2003

**Plante, Master Corporal**  
8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Polson, Captain (N) Gary**  
Commanding Officer  
HMCS Algonquin  
Maritime Forces Pacific  
November 18-22, 2001

**Poulin, Corporal Mario**  
Canadian Forces Military Police Academy  
CFB Borden  
June 25-27, 2002

**Préfontaine, Colonel Marc**  
Comd 34 Brigade Group Executive  
The Black Watch  
November 5-6, 2002

**Proulx, Asst. Commissioner Richard**  
Criminal Intelligence Directorate  
RCMP  
October 22, 2001

**Puxley, Ms Evelyn**  
Director, International Crime and Terrorism  
Division, Foreign Affairs Canada  
April 11, 2005

**Quinlan, Grant**  
Security Inspector  
Transport Canada  
June 24, 2002

**Randall, Dr. Stephen J.**  
Dean, Faculty of Social Sciences  
University of Calgary  
March 8, 2005

**Rathwell, Mr. Jacques**  
Manager, Emergency and Protective Services, City of  
Gatineau  
February 3, 2003

**Pitman, Mr. B.R. (Brian)**  
Sergeant, Waterfront Joint Forces Operation,  
Vancouver  
Royal Canadian Mounted Police  
November 18-22, 2001

**Poirier, Mr. Paul**  
Director, Intelligence and Contraband Division  
Northern Ontario Region  
Canada Customs and Revenue Agency  
May 7-9, 2002

**Potvin, Corporal**  
8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Preece, Captain (N) Christian**  
Maritime Forces Atlantic  
January 22-24, 2002

**Primeau, M. Pierre**  
Investigator  
Organized Crime Task Force – RCMP  
November 5-6, 2001

**Purdy, Ms. Margaret**  
Associate Deputy Minister  
Department of National Defence  
August 14, 2002

**Quick, Mr. Dave**  
Co-ordinator, Emergency Planning  
City of Regina  
January 27, 2003

**Raimkulov, M.P., Mr. Asan**  
Kyrgyz Republic  
May 12, 2003

**Rapanos, Mr. Steve**  
Chief, Emergency Medical Services  
City of Edmonton  
January 28, 2003

**Read, Mr. John A.**  
Director General, Transport Dangerous Goods,  
Transport Canada  
February 25, 2004

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**Reaume**, Mr. Al, Assistant Chief of Fire and Rescue Services, Fire Department, City of Windsor  
February 27, 2003

**Reeve**, Jason  
Cabinet and Parliamentary Affairs Liaison,  
Afghanistan Task Force  
Foreign Affairs and International Trade Canada  
December 11, 2006

**Reid**, Chief Warrant Officer Clifford  
Canadian Forces Fire Academy  
CFB Borden  
June 25-27, 2002

**Reid**, Warrant Officer Jim  
Air Defence Missile  
CFB Petawawa  
June 25-27, 2002

**Richard**, CWO Stéphane  
5th Canadian Service Battalion  
CFB Valcartier  
September 24, 2003

**Richter**, Dr. Andrew  
Assistant Professor, International Relations and Strategic Studies  
University of Windsor  
December 1, 2004

**Rivest**, Master Corporal Dan  
Canadian Forces School of Aerospace Technology and Engineering, CFB Borden  
June 25-27, 2002

**Robertson**, Vice-Admiral Drew  
Chief of the Maritime Staff  
National Defence  
February 26, 2007

**Robinson**, Second Lieutenant. Chase  
The Black Watch  
November 5-6, 2001

**Romses**, Brigadier-General R.R.  
Commander  
Land Forces Atlantic Area  
National Defence  
January 31, 2005

**Reed**, The Honorable Jack  
Chair (Democrat – Rhode Island), U.S. Senate  
Armed Services Committee  
February 5, 2002

**Regehr**, Mr. Ernie  
Executive Director  
Project Ploughshares  
March 21, 2005

**Reid**, Lieutenant Colonel Gord  
Commandant, Canadian Forces Air Navigation School (CFANS)  
17 Wing Winnipeg  
November 18-22, 2001

**Renahan**, Captain Chris  
Armour  
CFB Petawawa  
June 25-27, 2002

**Richmond**, Mr. Craig  
Vice President, Airport Operations  
Vancouver International Airport  
November 18-22, 2001

**Riffou**, Lieutenant-Colonel François  
Commander, 1st Battalion, 22nd Royal Regiment,  
CFB Valcartier  
September 24, 2003

**Robertson**, Rear-Admiral Drew W.  
Director General, International Security Policy  
Department of National Defence  
February 23, 2004, April 11, 2005

**Robertson**, Mr. John  
Chief Building Inspector  
City of Vancouver  
January 30, 2003

**Rochette**, Colonel J.G.C.Y.  
Director General Compensation and Benefits  
National Defence  
June 6, 2005

**Rose**, Mr. Frank  
International Security Policy  
The Pentagon  
February 6, 2002

## APPENDIX VI Who the Committee Heard From

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**Ross, Major-General H. Cameron**  
Director General, International Security Policy,  
National Defence  
January 28, 2002

**Ross, Dr. Douglas**  
Professor, Faculty of Political Science  
Simon Fraser University  
March 1, 2005

**Rossell, Inspector Dave**  
Inspector in charge of Operations-Support Services,  
Windsor Police Services City of Windsor  
February 27, 2003

**Rousseau, Colonel Christian**  
Commanding Officer, 5<sup>th</sup> Area Support Group  
National Defence  
June 1, 2005

**Rumsfeld, The Honorable Donald**  
U.S. Secretary of Defense  
February 6, 2002

**Russell, Mr. Robert A., Assistant Commissioner,**  
Atlantic Region, Canada Customs and Revenue  
Agency  
September 22, 2003

**Rutherford, Lieutenant-Colonel Paul**  
Commander, 73 Communication Group  
National Defence  
March 9, 2005

**Samson, Chief Warrant Officer Camil**  
2nd Battalion, 22nd Royal Regiment  
CFB Valcartier  
September 24, 2003

**Sampson, Tom**  
Chief of Emergency Medical Services  
City of Calgary  
February 1, 2007

**Saunders, Corporal Cora**  
16 Wing  
CFB Borden  
June 25-27, 2002

**Ross, Mr. Dan**  
Assistant Deputy Minister (Information Management),  
National Defence  
February 14, 2005

**Ross, Master Warrant Officer Marc-André, 58th Air**  
Defence Battery  
CFB Valcartier  
September 24, 2003

**Rostis, Mr. Adam**  
Federal/Provincial/Municipal Liaison Officer  
Province of Nova Scotia  
May 6, 2005

**Rudner, Dr. Martin**  
Director, Centre for Security and Defence Studies,  
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June 3, 2004 / December 13, 2004

**Rurak, Ms. Angela**  
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Canada Customs and Revenue Agency  
May 7-9, 2002

**Rutherford, Master Corporal Denis**  
Canadian Forces Fire Academy  
CFB Borden  
June 25-27, 2002

**Salesses, Lieutenant Colonel Bob**  
Logistics Directorate for Homeland Security, The  
Pentagon  
February 6, 2002

**Samson, Brigadier-General P.M.**  
Director General, Intelligence  
National Defence  
October 22, 2001

**Sanderson, Mr. Chuck**  
Executive Director, Emergency Measures Organization,  
Province of Manitoba  
March 10, 2005

**Saunders, Captain Kimberly**  
Disaster Assistance Response Team  
CFB Kingston  
May 7-9, 2002

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**Savard**, Lieutenant-Colonel Danielle  
Commander, 5th Field Ambulance  
CFB Valcartier  
September 24, 2003

**Scoffield**, Mr. Bruce  
Director, Refugees Branch  
Department of Citizenship and Immigration Canada  
March 17, 2003

**Scott**, Captain John  
Canadian Parachute Centre  
8 Wing Trenton  
June 25-27, 2002

**Shadwick**, Mr. Martin  
Research Associate, Centre for International and Security  
Studies, York University  
December 2, 2004

**Sharapov, M.P.**, Mr. Zakir  
Kyrgyz Republic  
May 12, 2003

**Sheridan**, Norman  
Director, Customs Passenger Programs  
Canada Customs and Revenue Agency  
June 24, 2002

**Simmons**, Mr. Robert  
Deputy Director, Office of European Security and  
Political Affairs  
U.S. Department of State  
February 6, 2002

**Sinclair**, Ms. Jill  
Acting Assistant Deputy Minister, Global Security  
Policy, Department of Foreign Affairs and  
International Trade  
January 28, 2002 / August 14, 2002

**Skelton**, The Honorable Ike  
Ranking Member (Democrat Missouri), U.S. House  
Armed Services Committee  
February 6, 2002

**Skidmore**, Colonel Mark  
Commander, 2 Canadian Mechanized Brigade Group, CFB  
Petawawa  
June 25-27, 2002

**Schmick**, Major Grant  
Commanding Officer, Canadian Forces Recruiting Centre,  
CFB Borden  
June 25-27, 2002

**Scott**, Dr. Jeff  
Provincial Medical Officer of Health  
Halifax Regional Municipality  
September 23, 2003

**Sensenbrenner, Jr.**, The Honorable F. James, Chair  
(Republican – Wisconsin)  
U.S. House Judiciary Committee  
February 07, 2002

**Shapardanov**, Mr. Chris  
Counsellor, Political  
Canadian Embassy (Washington)  
February 04, 2002

**Sheehy**, Captain Matt  
Chairman, Security Committee  
Air Canada Pilots Association  
November 4, 2002

**Sigouin**, Mr. Michel  
Regional Director, Alberta, Office of Critical  
Infrastructure Protection and Emergency  
Preparedness  
October 27, 2003

**Sinclair**, Ms. Jill  
Director General, International Security Bureau,  
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Trade  
March 17, 2003

**Sirois**, Lieutenant-Colonel Sylvain  
Commander, 5th Combat Engineer Regiment, CFB  
Valcartier  
September 24, 2003

**Skidd**, Officer Cadet. Alden  
The Black Watch  
November 5-6, 2002

**Slater**, Ms. Scenery C.  
District Program Officer  
Metro Vancouver District  
Canada Customs and Revenue Agency  
November 18-22, 2001

## APPENDIX VI Who the Committee Heard From

---

**Smith**, Corporal  
Canadian Postal Unit  
8 Wing Trenton  
June 25-27, 2002

**Smith**, Commodore Andy  
Director General, Maritime Personnel and Readiness  
National Defence  
February 26, 2007

**Smith**, Mr. Bill  
Chief Superintendent  
Royal Canadian Mounted Police  
February 3, 2005

**Smith**, Master Corporal Terry  
436 Transport Squadron  
8 Wing Trenton  
June 25-27, 2002

**Sokolsky**, Dr. Joel  
Dean of Arts and Professor of Political Science, Royal Military  
College of Canada  
November 22, 2004

**Spraggett**, Ernest  
Director, Commercial Operations  
Canada Customs and Revenue Agency  
June 24, 2002

**Stairs**, Dr. Denis  
Professor, Department of Political Science  
Dalhousie University  
May 5, 2005

**Stark**, Lieutenant-Commander Gary  
Commanding Officer, HMCS Whitehorse, Maritime  
Forces Pacific  
November 18-22, 2001

**Stevens**, Pipe-Major Cameron  
The Black Watch  
November 5-6, 2002

**Stewart**, Warrant Officer Barton  
Canadian Forces School of Communications and Electronics,  
CFB Kingston  
May 7-9, 2002

**Smith**, Captain (N) Andy  
Commanding Officer, Fleet Maintenance  
Facility, National Defence  
May 6, 2005

**Smith**, Mr. Bob  
Deputy Chief, Vancouver Fire and Rescue Services,  
City of Vancouver  
January 30, 2003

**Smith**, Mr. Doug  
Engineering Department  
City of Vancouver  
January 30, 2003

**Snow**, Master Corporal Joanne  
Canadian Forces School of Administration and Logistics,  
CFB Borden  
June 25-27, 2002

**Souccar**, Assistant Commissioner Raf  
Royal Canadian Mounted Police  
Federal and International Operations  
October 2 and 30, 2006

**Stacey**, Corporal Derrick  
CFB Borden Administration Services  
CFB Borden  
June 25-27, 2002

**Starck**, Mr. Richard  
Senior Counsel, Quebec Regional Office,  
Department of Justice  
November 5-6, 2001

**St-Cyr**, Lieutenant-Colonel Pierre  
Commander, Support Unit, 430th Helicopters  
Squadron, CFB Valcartier  
September 24, 2003

**Stevens**, Daniel  
Emergency Management Coordinator, Risk & Emergency  
Management  
City of Vancouver  
January 29, 2007

**Stewart**, Mr. James  
Civilian Human Resources  
Maritime Forces Atlantic  
January 22-24, 2002



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**Stewart**, Chief William  
Fire Chief and General Manager, Toronto Fire  
Services, City of Toronto  
October 30, 2003

**St. John**, Mr. Peter  
Professor (retired), International Relations, University  
of Manitoba  
November 25, 2002

**Stone**, Master Corporal  
Canadian Parachute Centre  
8 Wing Trenton  
June 25-27, 2002

**Stump**, The Honorable Bob  
Chair (Republican – Arizona)  
U.S. House Armed Services Committee  
February 6, 2002

**Sully**, Mr. Ron  
Assistant Deputy Minister, Programs and Divestiture,  
Transport Canada  
February 7, 2005

**Sweeney**, Steve  
Superintendent  
Vancouver Police Department  
January 29, 2007

**Taillon**, Mr. Paul  
Director, Review and Military Liaison  
Office of the Communications Security  
Establishment Commissioner  
June 2, 2005

**Tarrant**, Lieutenant-Colonel Tom  
Deputy Director of Army Training  
CFB Kingston  
May 7-9, 2002

**Taylor**, The Honorable Gene  
Subcommittee on Military Procurement U.S. House  
Armed Services Committee February 6, 2002

**Taylor**, The Honourable Trevor  
Minister of Fisheries and Aquaculture  
and Minister Responsible for Labrador  
Government of Newfoundland and Labrador  
February 3, 2005

**Stiff**, Mr. Bob  
General Manager, Corporate Security  
Canada Post  
August 15, 2002

**St. John**, Dr. Ron  
Executive Director, Centre for Emergency  
Preparedness and Response Health Canada  
February 10, 2003

**St-Pierre**, M. Jacquelin  
Commanding Officer, Post 5, Montreal Urban  
Community Police Department  
November 5-6, 2001

**Sullivan**, Colonel C.S.  
Wing Commander, 4 Wing Cold Lake  
National Defence  
March 7, 2005

**Summers**, Rear-Admiral (Ret'd) Ken  
Naval Officers Association of Vancouver  
Island  
February 28, 2005 / June 27, 2005

**Szczerbaniwicz**, LCol Gary  
Commanding Officer, 407 Squadron  
Maritime Air Force Command Pacific  
November 18-22, 2001

**Tait**, Mr. Glen  
Chief, Saint John Fire Department, City of Saint  
John  
March 31, 2003

**Tattersall**, Lieutenant-Commander John  
Directorate of Army Training 3  
CFB Kingston  
May 7-9, 2002

**Taylor**, Mr. Robert  
Inspector  
Vancouver Police Department  
November 18-22, 2001

**Theilmann**, Mr. Mike  
Acting Director, Counter-Terrorism Division,  
Solicitor General Canada  
July 19, 2001

## APPENDIX VI Who the Committee Heard From

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**Thibault**, Master Corporal Christian  
Gulf Squadron  
CFB Kingston  
May 7-9, 2002

**Thomas**, Mr. John F.  
Partner  
BMB Consulting  
June 9, 2003

**Tracy**, Ms Maureen  
Acting Head, Customs Contraband, Intelligence and  
Investigations, Enforcement Branch, Canada Border Services  
Agency  
February 7, 2005

**Tremblay**, Colonel Alain  
Commander, Canadian Forces Recruiting Group, CFB Borden  
June 25-27, 2002

**Tremblay**, Colonel J.G.E.  
Director, Current Operations, Strategic Joint Staff  
National Defence  
October 16, 2006

**Trim**, Corporal  
8 Air Maintenance Squadron, 8 Wing Trenton  
June 25-27, 2002

**Tse**, Hau Sing  
Vice-President, Asia Branch  
Canadian International Development Agency  
May 29, 2006

**Ur**, Corporal Melanie  
16 Wing, CFB Borden  
June 25-27, 2002

**Verner**, The Honourable Josée  
Minister of International Cooperation  
May 29, 2006

**Wainwright**, Lieutenant-Colonel J.E.  
Commander, 16/17 Field Ambulance  
National Defence  
March 9, 2005

**Ward**, Master Corporal Danny  
Canadian Forces School of Aerospace Technology and  
Engineering, CFB Borden  
June 25-27, 2002

**Thomas**, Vice-Admiral (Ret'd) Charles  
As an individual  
March 1, 2005

**Thompson**, Ms Susan  
Former Mayor of the City of Winnipeg  
As an individual  
March 10, 2005

**Tracy**, Ms. Maureen  
Director, Policy and Operations Division  
Canada Customs and Revenue Agency  
April 7, 2003

**Tremblay**, Lieutenant-Colonel Eric  
Commander, 5th Canadian Light Artillery Regiment,  
CFB Valcartier  
September 24, 2003

**Tremblay**, Captain (N) Viateur  
Deputy Commander, Naval Reserve  
Department of National Defence  
September 25, 2003

**Trottier**, Lieutenant-Colonel Ron (Res)  
Windsor Regiment  
December 1, 2004

**Tulenko**, Mr. Timothy  
Political-Military Officer, Canadian Affairs, U.S.  
Department of State  
February 6, 2002

**Verga**, Mr. Peter F.  
Special Assistant for Homeland Security, The  
Pentagon  
February 6, 2002

**Villiger**, Lieutenant-Colonel F.L.  
Calgary Highlanders  
National Defence  
March 8, 2005

**Wamback**, Lieutenant-Commander A.  
Commanding Officer, HMCS Windsor  
Maritime Forces Atlantic  
January 22-24, 2002

**Ward**, Officer Cadet. Declan  
Student  
McGill University  
November 5-6, 2002

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**Ward**, Colonel Mike J.

Commander Combat Training Centre  
CFB Gagetown  
January 22-24, 2002

**Wareham**, Corporal

8 Air Maintenance Squadron  
8 Wing Trenton  
June 25-27, 2002

**Warner**, The Honorable John

Ranking Member, U.S. Senate Armed Services  
Committee  
February 5, 2002

**Watt**, Major John

Commanding Officer, Bravo Squadron  
CFB Kingston  
May 7-9, 2002

**Weighill**, Mr. Clive

Deputy Chief of Police  
City of Regina  
January 27, 2003

**Wells**, Corporal Corwin

CFB Kingston  
May 7-9, 2002

**Westwood**, Commodore Roger

Director General – Maritime Equipment Program Management  
National Defence  
June 27, 2005

**Whitburn**, Lieutenant Colonel Tom

Squadron 435  
17 Wing Winnipeg  
November 18-22, 2001

**Wicks**, Major Brian

Commander, 103 Search and Rescue Squadron  
(Gander)  
February 2, 2005

**Williams**, Captain (N) Kelly

Former Commanding Officer, HMCS *Winnipeg*,  
National Defence  
September 22, 2003

**Ward**, Master Corporal

Wing Operations  
8 Wing Trenton  
June 25-27, 2002

**Wark**, Professor Wesley K.

Associate Professor in the Department of History,  
Trinity College, University of Toronto  
October 1, 2001 / May 5, 2003 / June 27, 2005

**Warren**, Mr. Earle

Director General, Major Projects Design and Development  
Directorate, Customs Branch  
Canada Customs and Revenue Agency  
February 10, 2003

**Watts**, Chief Warrant Officer Ernest

3 Area Support Group  
CFB Gagetown  
January 22-24, 2002

**Weldon**, The Honorable Curt

Chair, Subcommittee on Military Procurement  
(Republican – Pennsylvania)  
U.S. House Armed Services Committee  
February 6, 2002

**Werny**, Colonel W.S.

Commanding Officer, Aerospace Engineering  
Test Establishment  
National Defence  
March 7, 2005

**Whalen**, Private Clayton

CFB Kingston  
May 7-9, 2002

**White**, Lieutenant (N) Troy

J2  
CFB Kingston  
May 7-9, 2002

**Williams**, Mr. Alan

Assistant Deputy Minister (Material)  
National Defence  
November 1, 2004 / October 16, 2006

**Williams**, Col. Richard

Director, Western Hemisphere Policy  
Department of National Defence  
May 6, 2002, March 17, 2003

## APPENDIX VI Who the Committee Heard From

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**Wilmink**, Mr. Chuck  
Consultant  
November 4, 2004

**Wing**, Mr. Michael  
National President, Union of Canadian Transportation  
Employees  
September 22, 2003

**Winn**, Mr. Conrad  
President and CEO  
COMPASS  
December 2, 2004

**Woodburn**, Commander William  
Submarine Division  
Maritime Forces Atlantic  
January 22-24, 2002

**Wriedt**, Colonel Art  
Commander, 41 Canadian Brigade Group  
National Defence  
February 1, 2007

**Wright**, Robert  
Commissioner  
Canada Customs and Revenue Agency  
May 6, 2002

**Wynnyk**, Colonel P.F.  
Area Support Unit Commander  
National Defence  
March 7, 2005

**Young**, Brigadier-General G.A. (Res)  
Deputy Commander, Land Forces Central  
Area  
December 2, 2004

**Young**, Major Marc  
J4  
CFB Kingston  
May 7-9, 2002

**Wilson**, Mr. Larry  
Regional Director, Maritimes  
Canadian Coast Guard  
September 22, 2003

**Wingert**, Colonel Douglas  
Director Land Equipment Program Staff  
National Defence  
June 27, 2005

**Wolsey**, Chief Randy  
Fire Rescue Services, Emergency Response  
Department  
City of Edmonton  
January 28, 2003

**Woods**, Corporal Connor  
Canadian Forces Medical Services School  
CFB Borden  
June 25-27, 2002

**Wright**, Mr. James R.  
Assistant Deputy Minister, Global and Security  
Policy, Department of Foreign Affairs and  
International Trade  
February 23, 2004

**Wright**, Mr. James R.  
Assistant Deputy Minister, Global and Security  
Policy, Privy Council Office  
February 23, 2004

**Yanow**, Rear-Admiral (Ret'd) Robert  
As an individual  
March 1, 2005

**Young**, Dr. James  
Assistant Deputy Minister, Public Safety and  
Commissioner of Public Security, Ontario Ministry  
of Community Safety and Correctional Services  
October 30, 2003

**Zaccardelli**, Commissioner Giuliano  
Royal Canada Mounted Police  
May 8, 2006 / May 29, 2006



## APPENDIX VII

# Biographies of Committee Members



### **The Honourable NORMAN K. ATKINS, Senator**

Norman K. Atkins was appointed to the Senate of Canada on June 29, 1986. Senator Atkins currently sits as an independent Progressive Conservative member, and is on the National Security and Defence Committee and the Veterans Affairs Subcommittee. Senator Atkins is a former President of Camp Associates Advertising Limited, a well-known Toronto-based agency, Senator Atkins has also played an active role within the industry, serving, for instance, as a Director of the Institute of Canadian Advertising in the early 1980's. Senator Atkins has been very active within the Progressive Conservative Party – at both the national and the provincial levels. Namely, Senator Atkins was National Campaign Chair in the federal elections of 1984 and 1988 and has held senior organizational responsibility in a number of Provincial election campaigns and he has served as an advisor to both the Rt. Hon. Brian Mulroney and the Rt. Hon. Robert L. Stanfield, as well as the Hon. William G. Davis Premier of Ontario.



### **The Honourable TOMMY BANKS, Senator**

Tommy Banks is known to many Canadians as an accomplished and versatile musician and entertainer. He is a recipient of the Juno Award, the Gemini Award and the Grand Prix du Disque. From 1968 to 1983 he was the host of The Tommy Banks Show on television. He has provided musical direction for the ceremonies of the Commonwealth Games, the World University Games, Expo '86, the XV Olympic Winter Games, various command performances and has performed as guest conductor of symphony orchestras throughout Canada, the United States, and in Europe. Tommy Banks was called to the Senate of Canada on 7 April 2000. On 9 May 2001, Senator Tommy Banks was appointed Vice-Chair of the Prime Minister's Caucus Task Force on Urban issues. He is currently a member of the Committee on National Security and Defence, Chair of the Committee on Energy, the Environment and Natural Resources, and chair of the Alberta Liberal Caucus in the Parliament of Canada.



**The Honourable JOSEPH A. DAY, Senator**

Appointed to the Senate by the Rt. Honourable Jean Chrétien, Senator Joseph Day represents the province of New Brunswick and the Senatorial Division of Saint John-Kennebecasis. He has served in the Senate of Canada since October 4, 2001.

He is currently a Member of the following Senate Committees: National Security and Defence; the Subcommittee on Veterans Affairs, National Finance and Internal Economy Budgets and Administration. Areas of interest and specialization include: science and technology, defence, international trade and human rights issues, and heritage and literacy. He is a member of many Interparliamentary associations including the Canada-China Legislative Association and the Interparliamentary Union. He is also the Chair of the Canada-Mongolia Friendship Group.

A well-known New Brunswick lawyer and engineer, Senator Day has had a successful career as a private practice attorney. His legal interests include Patent and Trademark Law, and intellectual property issues. Called to the bar of New Brunswick, Quebec, and Ontario, he is also certified as a Specialist in Intellectual Property Matters by the Law Society of Upper Canada, and a Fellow of the Intellectual Property Institute of Canada. Most recently (1999-2000) he served as President and CEO of the New Brunswick Forest Products Association. In 1992, he joined J.D. Irving Ltd., a conglomerate with substantial interests in areas including forestry, pulp and paper, and shipbuilding, as legal counsel. Prior to 1992 he practiced with Gowling & Henderson in Kitchener-Waterloo, Ogilvy Renault in Ottawa, and Donald F. Sim, Q.C. in Toronto, where he began his career in 1973.

An active member of the community, Senator Day recently chaired the Foundation, and the Board of the Dr. V.A. Snow Centre Nursing Home, as well as the Board of the Associates of the Provincial Archives of New Brunswick. Among his many other volunteer efforts, he has held positions with the Canadian Bar Association and other professional organizations, and served as National President of both the Alumni Association (1996) and the Foundation (1998-2000) of the Royal Military Colleges Club of Canada.

Senator Day holds a Bachelor of Electrical Engineering from the Royal Military College of Canada, an LL.B from Queen's University, and a Masters of Laws from Osgoode Hall. He is a member of the bars of Ontario, Quebec and New Brunswick.



**The Honourable COLIN KENNY, Senator**

Sworn in on June 29th, 1984 representing the Province of Ontario. His early political career began in 1968 as the Executive Director of the Liberal Party in Ontario. From 1970 until 1979 he worked in the Prime Minister's Office as Special Assistant, Director of Operations, Policy Advisor and Assistant Principal Secretary to the Prime Minister, the Right Honourable Pierre Trudeau. During his parliamentary career, Senator Kenny has served on numerous committees. They include the Special Committee on Terrorism and Security (1986-88) and (1989-91), the Special Joint Committee on Canada's Defence Policy (1994), the Standing Committee on

Banking Trade and Commerce, the Standing Committee on National Finance, and the Standing Committee on Internal Economy, Budgets and Administration.



**The Honourable MICHAEL A. MEIGHEN, Q.C., Senator**

Appointed to the Senate in 1990, the Honourable Michael Meighen serves on various Senate Standing Committees including Banking Trade and Commerce, Fisheries, National Security and Defence, and chairs the Subcommittee on Veterans Affairs. He has also served on the Special Joint Committee on Canada's Defence Policy and the Special Joint Committee on a Renewed Canada. In his private career, Senator Meighen practiced litigation and commercial law in Montreal and Toronto. He is Counsel to the law firm Ogilvy Renault, and was Co-Legal Counsel to the Deschênes Commission on War Criminals. He sits on the Boards of Directors

of Paribas Participations Limited, J.C. Clark Ltd. (Toronto), and Sentry Select Capital Corp. (Toronto).





**The Honourable WILFRED P. MOORE, Q.C., Senator**

Senator Moore was appointed to the Senate on September 26<sup>th</sup>, 1996 by the Right Honourable Jean Chrétien and represents the Province of Nova Scotia (Stanhope St./South Shore). The Senator graduated from Saint Mary's University with a Bachelor of Commerce degree in 1964, and with a Law degree in 1968 from Dalhousie University. He was appointed a Queen's Counsel in 1983. He is a member of the Nova Scotia Barrister's Society, having practiced law in Halifax for 31 years (1968-1999). The Senator was a Halifax Alderman from 1974 to 1980 and served as Deputy Mayor from 1977 to 1978. He was Chairman of the Halifax Metro Centre, having been a member of its building committee, and he chaired the Social Assistance Appeal Board for Halifax and Dartmouth. For 10 years, from 1994-2004, he was a member of the Board of Governors of Saint Mary's University, including the Advisory Committee to the President. He is a former member of the 615 Bluenose Air Cadet Squadron, and the R.C.A.F. Reserves.



**The Honourable GERRY ST. GERMAIN, Senator**

Appointed to the Senate on June 23, 1993, the Honourable Gerry St. Germain represents the province of British Columbia and the Senatorial Division of Langley – Pemberton - Whistler. He is Chair of the Standing Senate Committee on Aboriginal Peoples, and also sits on Scrutiny of Regulations and National Security and Defence. Senator St. Germain was first elected to the House of Commons in a 1983 by-election and was subsequently re-elected in 1984. He was sworn to the Queen's Privy Council when appointed Minister of State (Transport) on March 31, 1988. He was appointed Minister of Forestry in October 1988. In his life outside of Parliament, Senator St. Germain has worked as a commercial pilot, building contractor and cattle rancher.



**The Honourable DAVID TKACHUK, Senator**

Appointed to the Senate on June 8, 1993, the Honourable David Tkachuk represents the province of Saskatchewan. He is Deputy Chair of the Standing Senate Committee on Transport and Communications, and also sits on the Senate Committees of Agriculture and Forestry; Banking, Trade and Commerce; National Security and Defence; and the Selection Committee. Senator Tkachuk holds a Bachelor of Arts from the University of Saskatchewan and a Teaching Diploma from the College of Education in Saskatoon. He has worked as a teacher and a businessman.



**The Honourable ROD A.A. ZIMMER, Senator**

Rod Zimmer is one of Winnipeg's most recognized community leaders. He was President of the Royal Winnipeg Ballet from 1989 to 1991 and as a Member of the Board of Directors for the Winnipeg Blue Bombers Football Club from 1981 to 1993. In 1973 Rod Zimmer became Special Assistant to the Hon. James Richardson, Minister of National Defense, in Ottawa and served in that position until 1979. From 1979 to 1983, he was Vice-President of Corporate Communications for CanWest Capital Corporation. and was the Director of Project Management for the Canadian Sports Pool Corporation in Ottawa in 1984. From 1985 to 1993, he was the Director of Marketing and Communications for the Manitoba Lotteries Foundation. Since 1993, he has been the President of The Gatehouse Corporation. From 1995 to 1998, he served as Vice President of Festivals for the Pan American Games Society.

Throughout his career, he has co-chaired and coordinated appeals for various charitable groups, arts and sport organizations and universities, including, B'nai Brith, Hebrew University, Manitoba Métis Federation, First-Nations, Universities of Winnipeg and Manitoba, Winnipeg Chinese Cultural Centre, Hellenic Society, East Indian Culture Centers, Saskatchewan Association of Rehabilitation Centres, Para and Special Olympics, and recently Gold Medal Plates (Manitoba)/ 2010 Winter Olympics (Vancouver).

Recently, Rod Zimmer was asked to be the Senate Caucus Liaison for the Young Liberals of Canada. A role that will allow him to mentor youth from across the country through his position as a Senator, an illustration that merely reflects his countless years of dedication to youth within the Liberal Party.



## APPENDIX VIII

# Biographies of the Committee Secretariat



**Major-General (Ret'd) G. Keith McDonald, Senior  
Military Advisor**

MGen McDonald grew up in Edmonton, attended College Militaire Royal in St. Jean and Royal Military College in Kingston (RMC), graduating in 1966 and being awarded his pilot wings in 1967.

MGen McDonald operationally flew the Tutor, T-33, CF5, CF104 and CF18 aircraft accumulating over 4000 hours of pilot in command throughout his 37-year career in the Air Force, Canadian Forces.

He held staff positions at the Royal Military College, in Baden Soellingen Germany, at National Defence Headquarters in Ottawa and at the North American Aerospace Command in Colorado Springs. Command positions include CF18 Squadron Commander, Base and Wing Commander in Baden Soellingen, Germany.

Major General McDonald ended his military career as the Director of Combat Operations at Headquarters North American Aerospace Defence Command at Colorado Springs, USA.

After leaving the military in 1998, General McDonald served a period of “conflict of interest” prior to joining BMCI Consulting as a Principal Consultant in the Aerospace and Defence Division. He left BMCI in 2002 to set up his own consulting company, KM Aerospace Consulting.

Major General McDonald has a degree in Political and Economic Science (Honours Courses) from the Royal Military College. He has completed Canadian Forces staff school, the Royal Air Force (England) Staff College, the National Security studies course, Post Graduate Courses in Business at Queens University, Electronic Warfare Courses at the University of California Los Angeles, the Law of Armed Conflict at San Remo, Italy, and numerous project management courses.

General McDonald is married to the former Catherine Grunder of Kincardine, Ontario, and they have two grown daughters, Jocelyn and Amy.



**Barry A. Denofsky, National Security Advisor**

Barry Denofsky recently retired after having completed 35 years with the Canadian Security Intelligence Service (CSIS) and the Royal Canadian Mounted Police (RCMP). Mr. Denofsky joined the RCMP in January 1969 and worked as a peace officer in Saskatchewan, Alberta, and Quebec. In 1972, he was transferred to the RCMP Security Service where he was involved in a variety of national security investigations. With the creation of CSIS in 1984, Mr. Denofsky maintained his interest and involvement in matters of national security with the new Service.

Mr. Denofsky held a variety of operational and senior management positions with CSIS which have included the following: Chief, Counter Intelligence, Quebec Region, Deputy Director General Operations, Ottawa Region, Deputy Director General Counter Terrorism, Headquarters, Ottawa, and Director General Counter Intelligence, Headquarters, Ottawa. On retirement from CSIS, Mr. Denofsky was the Director General, Research, Analysis and Production, Headquarters, Ottawa. In that capacity, he was responsible for the production and provision to government of all source analytical products concerning threats to the security of Canada

Mr. Denofsky also represented CSIS for many years at meetings of the NATO Special Committee in Brussels, Belgium. The Special Committee is an organization of security and intelligence services representing all member nations of NATO. In 2002, Mr. Denofsky was the Chair of the NATO Special Committee Working Group.

Mr. Denofsky is a graduate of the University of Toronto, and holds a graduate Diploma in Public Administration from Carleton University in Ottawa. He is a member of the Council of Advisors, the Canadian Centre of Intelligence and Security Studies, (CSIS), Carleton University. He is married and has two children.

**Steven James, Analyst**



Steven James joined the Parliamentary Information and Research Service of the Library of Parliament in July 2005. He serves as a Research Officer for the Standing Senate Committee on National Security and Defence.

Mr. James received his Bachelor of Arts (Psychology and Sociology) from the University of Alberta and a Masters in Military and Strategic Studies from the Center for Military and Strategic Studies at the University of Calgary.

Mr. James' recent studies have focused on Canada's counter-terrorism framework, specifically, federal, provincial and municipal responses to and prevention of terrorist-related incidents.

Previous to joining the Committee, Mr. James served as a Police Officer for the both the Ontario Provincial Police (1994 - 1998) and the Toronto Police Service (1998 - 2001).



**Melissa Radford, Analyst**

Melissa Radford joined the Parliamentary Information and Research Service of the Library of Parliament in November 2006 and serves as analyst for the Standing Senate Committee on National Security and Defence.

Miss Radford graduated from the Royal Military College of Canada with an MA in Defence Management and Policy in May 2006. She also holds a BSc in International Relations from the London School of Economics.

During her last semester at RMC, just prior to joining the Committee, Miss Radford worked at the United Nations Secretariat in the Department of Peacekeeping Operations.

**Jason Yung, Research Assistant**

Jason Yung joined the Parliamentary Research and Information Service of the Library of Parliament in January 2007. Jason currently serves as a Research Assistant to the Senate Standing Committee on National Security and Defense.

Jason earned his Honours Bachelor of Arts from the University of Toronto in 2005 in Economics and Political Science. Jason has since completed internships with organizations including the International Crisis Group, Human Rights Watch and the Atlantic Council of Canada. Most recently, Jason served as a policy analyst for the Department of Foreign Affairs and International Trade.

Jason's primary research interests are focused on Islamism, Middle East politics, and the evolving role of China in the Middle East.

**Jodi Turner, Committee Clerk**

Jodi Turner joined the Committees Branch of the Senate in January 2005. She serves as the Co-clerk for the Standing Senate Committee on National Security and Defence.

Ms. Turner received a *cum laude* Double Honours Bachelor of Arts (French and Political Studies) and a *cum laude* Masters in Public Administration (specialization in Canadian Politics), from the University of Manitoba.

Previous to joining the Committee, she served as Chief of Staff to the Speaker of the Senate from 2002 – 2005; and was Vice-President of Research for Western Opinion Research in Winnipeg, Manitoba from 2000 – 2002.